

MY JOB CONTEST

EVANS AND LASEAU

Personnel Psychology
Monograph No. 1

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To
"Fritz" Roethlisberger
a real author from
a "by-by-night"
sincere regards
Vernon Lassar.

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MY JOB CONTEST

Personnel Psychology Monographs

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My Job Contest

by

CHESTER E. EVANS

and

LA VERNE N. LASEAU

*Employe Research Section,
General Motors Corporation*

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Foreword

THE main reason for the My Job Contest was to improve employe attitudes, and we believe it was accomplished in two ways. First, the contest was designed to put the accent on the positive—to draw to the employe's attention the many good things about his job and to encourage him to think about these things in a constructive way. The second contribution came from what we were able to learn about our employes' thinking through the systematic study made of the letters. This study provided information which was helpful in planning further improvements.

There are those who believe that employes working for an industrial organization are "slaves to the conveyor belt"—"they are plodding in a mass to their hopeless destiny"—"without incentives to progress"—"they are just numbers"—"they are ripe for revolution against the American form of government and the whole Free Enterprise system".

Having spent many years of my life rubbing elbows with other workers, I am convinced that these prophets of doom have completely missed the boat. Of course there are "gripes". It is an old American custom to find and discuss things that are wrong. It is apt to continue.

A bit of simple homespun philosophy has run like a thread through all of the material issued during the contest, and that is—"Let's look at the doughnut instead of the hole". It's just as simple as that.

Though we had planned to make as scientific a study as possible of the actual letters in an effort to reveal employe attitudes, the result of the two years' work has been something more than we expected. The Employe Research Section has done a creditable job of developing a means of making these letters reflect the varying attitudes of our people in our several Divisions regarding all the important aspects of their jobs.

It has been a long-standing policy of General Motors always

to seek out more facts regarding any situation. In line with that policy, I believe this study represents a definite step forward in the development of methods which will provide reliable facts about employe attitudes. There is still a lot to learn about attitudes and their effect upon employe happiness and productivity.

I do not believe that our people are slaves to machines. I know them and have done their work—these letters help others to know them. There is just as much respect due a production worker who does a good day's work, as there is to the president of a large corporation, or a great scientist for doing his day's work.

The error lies in the measuring sticks that some men put beside these efforts to try to evaluate them. I do not think that the forge worker, for instance, needs something to build up his ego. His job is important, even though it is one of thousands of operations needed to make a car. The fact that it does not require the brains of an Einstein, or the tact of an ambassador, does not mean that either Einstein or the ambassador is doing a better job than the forge worker—nor could they do his job any more than he could do theirs.

Man's real accomplishment and source of status, in my humble opinion, comes from the day by day job he does in building his own life, with the tools available to him, into a record of contributions to his fellow men, his family and himself.

Any man can work on that job. Every station in life has seen outstanding accomplishments.

To look at the other side of the picture, I would be the first to admit that any man in any walk of life can, with a little conscious effort, find many reasons why he should or could be miserable. Frustration and lack of status is just as possible, if not more so, in the ranks of the so-called "big-shots" as it is among workers on the production line.

So again I say the linking of frustration to a machine, industry or any system, is just overlooking the basic psychology of man. Machines and methods are only levers and tools to give man greater command over his physical environment.

They should not be expected to increase his command over his psychological environment nor blamed for any weakness in that command.

Monotony is another loosely used term, especially by the protagonists of "everything is wrong with production methods". Every person's life is filled with monotony—day follows day, the whole universe repeats its actions on schedule. Another way of looking at it is that all this represents ORDER and LAW and enables man to plan and thereby accomplish more.

The ticking of a clock can be very monotonous in fact drive a man crazy, if that is all he has to think about and listen to—but if he is trying to complete some task before a certain hour, there is no monotony to the ticking—it only drives him faster and faster to his goal.

Hundreds of these contest letters effectively refute the charges of "unbearable monotony" in manufacturing work. Many of our people explained at length their appreciation for a repetitive (or so-called monotonous) job.

We believe that our workers are typical of the real American who understands clearly the facts of industrial life, who gets satisfaction out of participating in the making of things and who understands that our American system is doing a better job for the individual than any other system in the world. Just as realistically, he understands that we will probably never reach perfection, but that we will continue, as we always have, to strive toward it. He expects management to continue to try to improve products, working conditions, and his standard of life. Management expects him in his understanding of this objective to continue to make an honest contribution. This monograph tells the story of one piece of research which we believe will help to make this kind of progress.

HARRY B. COEN, *Vice-President*
General Motors Corporation
In charge of Employee Relations Staff

May 5, 1950
Detroit, Michigan

AUTHORS' PREFACE

The undertaking reviewed in this monograph required the cooperation of many, many people. To the research part of the job, with which the authors were closely associated, flowed the results of the efforts of all who worked on MJC. Thus, the authors became familiar with all these data. That is why they have presumed to report this many-sided enterprise in its entirety.

Credit is due to all who took a hand in making this program a success. Perhaps the greatest share should go to the supervisors in General Motors Divisions, without whose sincere interest and continuing support, the high employee-participation would have been impossible. The development and execution of the contest was shared by all Sections of the Employee Relations Staff, comprising Programs, Publications, Research and Suggestion Plan. The Employee Programs Section was chiefly responsible for design and promotion.

Throughout the entire research program, continued interest on the part of GM top management gave the necessary impetus to the research personnel to continue their efforts to produce a meaningful analysis of the employee letters.

The Employee Relations Staff gave counsel and advice at every step of the analysis. The actual research process was the result of the cooperative efforts of each member of the Employee Research Section.

Our friends in universities and in other organizations gave freely of their time and experience to lend assistance on difficult problems of analysis and interpretation.

The list naming the many people who have been of invaluable aid to us would be long, so long, in fact, that it would be decidedly awkward to reproduce. To all of these good friends, we take this opportunity of expressing our appreciation for their cooperation in making MJC the success which made this monograph possible.

C. E. E.
L. N. L.

Detroit, Mich. June, 1950

AN EDITORIAL NOTE

Back in 1947 when we were founding PERSONNEL PSYCHOLOGY, we were warned that although significant research was being conducted in industry, the results were generally considered trade secrets. It was predicted that we would not be able to secure enough manuscripts to keep the journal going. We felt that management generally was more foresighted. It appreciated that progress in personnel could come only through the *exchange* of research ideas and research results.

In launching THE PERSONNEL PSYCHOLOGY MONOGRAPH SERIES we reaffirm our confidence in this ideal.

Publication of the complete story of My Job Contest as the first PERSONNEL PSYCHOLOGY MONOGRAPH seems to us to be singularly appropriate. General Motors' Employee Research Section has been outstanding not only in conducting and sponsoring research on a wide variety of personnel problems, but its staff has consistently followed the farsighted policy of making their findings generally available.

As a topic for our first venture into the monograph field, M. J. C. seems a fitting choice. It represents a new attack on one of the major problems in the personnel area. Final judgment on its value as a research tool must, of course, be withheld until the results from future applications in other organizations provide the additional data necessary to make a sound evaluation.

In this publication there will be found, we trust, all of the information needed by those who may wish to duplicate M. J. C. in their organization. It is published, in part at least, as a stimulant to further research in the area of employee attitude measurement.

In our monograph series as in PERSONNEL PSYCHOLOGY, we hope to produce a publication that is useful to both management and technicians. As we gain more experience we hope to become increasingly efficient in the attainment of this goal. Comments from our readers and suggestions as to possible improvements in future issues of the monograph will be greatly appreciated.

THE EDITORS

MONOGRAPH
MY JOB CONTEST

An Experiment in New Employee Relations Methods

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My Job Contest—An Experiment in New Employee Relations Methods

THIS report of the General Motors "My Job Contest" covers all of the aspects of the program from its inception through the initial analysis, the reporting to the Divisional managements, and the final summation of the findings, with an evaluation of the total program. Appendices are included to cover detail not possible in the main body of the report. The parts of this report will include:

Part I. A Unique Management Tool for Two-way Communication.

Part II. Management Listens to Its Employees—The Research Job.

Part III. Translating the Results into Action.

Part IV. Broad Implications for the Future.

Part I. *A Unique Management Tool for Two-way Communication*, discusses the administration and promotion of the contest and the awarding of the prizes as the initial phase of the total MY JOB CONTEST program. In addition, the underlying employee relations philosophy of General Motors regarding the MY JOB CONTEST idea is briefly outlined.

Part II. *Management Listens to Its Employees—The Research Job*, discusses in some detail the initial research operation of analyzing the 174,854 MJC entries. The reader is carried through the research design to the point where reports were prepared for distribution to the Divisions of General Motors. These reports highlighted the findings with respect to each Division and were distributed with confidence that they would attract local management's attention. Pre-tests had indicated that the MJC participants could be considered typical General Motors employees. Also, the report indicated that differences in employee thinking from one Division to another were directly related to local conditions within the employee's Divi-

sion. The MJC analysis convinced the Employee Research Section that a startling, new and fresh approach to the reflection of employee attitudes had been found. With the distribution of the reports, the next step depended upon the responses from the Divisions.

Part III. *Translating the Results into Action*, analyzes and interprets the reports which the Divisions made to us in response to the bar charts we had sent to them. The meat of this section lies in local management's interpretation of its standings on the MJC reports. Excerpts are liberally used in verbatim form to reproduce the flavor of local management's statements. A quantitative summary of Divisions reporting and themes reported on, with an indication of intended or present action, is shown. A sample of one of the complete Division reports is presented to give the reader continuity of the research process.

Evidence of validity of the MJC technique is in the Divisional acceptance of our research findings. Had our MJC reports not reflected accurately conditions as they existed within the local Divisions on the various aspects of their employee relations programs, the Divisions would not have been able to interpret them meaningfully and use them as the basis for management actions.

Also included in this fourth section is an over-all summary of the findings and conclusions with respect to the principles of personnel management that can be drawn from the MJC data. This summary was built around the Six Basic Principles that Mr. Charles E. Wilson, President of General Motors, outlined in an executive conference held at Detroit in 1945.

To make this analysis available to General Motors management, a condensed report was developed from a summary of the MJC over-all findings. This report was presented to the operating management of each Division through a personal contact by the authors. At this time, discussions were held

on any employe relations areas the local management wanted to talk about in further detail.

The successful termination of this phase of the total research program still leaves an almost infinite number of areas to be investigated, for the MJC data has in it a wealth of information about GM employes, GM Divisions, and the status of employe relations within General Motors.

Part IV. *Broad Implications for the Future*, covers essentially the following points:

1. What we have done.
2. MJC—its impact on employe relations policy.
3. Continuing research in universities.
4. Will MJC be repeated?
5. Can the MJC approach be used in smaller organizations?
6. Summing up.

In this part of the report, we make some over-all generalizations, based on our total experience with MJC and propose an evaluation of MJC as an employe relations program. A strong appeal is made to those interested in conducting further research into the MJC data. It is hoped that these further research efforts can be published, thus providing additional evidences of the long range usefulness of the MJC data.

THE APPENDICES

The appendix materials cover the following subjects:

- A. *The Administration of MJC*. This is a statement in further detail, exhibiting some of the materials used in the promotion, planning, and administration of the contest. Pictures and reprints of booklets are included to assist those who may be interested in planning a similar activity within their organization.
- B. *A Random Sample of Employes' MJC Letters*. In this appendix a group of 25 employe MJC letters are reproduced verbatim. No effort was made to select particularly outstanding or unusual letters. It is suggested that the reader review the booklet containing the forty top prize-

winning letters if it is desired to see some of the unusual letters that came in. The purpose of this appendix is to give the reader some concept of the flavor of these employes' personal documents. If after reading these letters and the total report, the reader finds some area which he would like to investigate further, it is suggested that he contact the authors.

- C. *The Coding Manual*. This appendix deals with the reproduction of the coding manual as it was used in reducing the employe letters into the 77 themes that were originally coded. It is presented so that the reader may gain additional understanding of the specific and concrete definitions of each of the themes and the illustrative excerpts from the letters which determined their coding under a particular theme.
- D. *Management Aids*. This appendix reproduces, verbatim, two of the bulletins which were prepared for the benefit of the Divisions at the time when they were interpreting their bar chart reports. The first bulletin comprises a set of instructions which accompanied the bar chart reports when they were sent to the Divisions. The second bulletin consists of a rather simple explanation of how the Index of Significant Difference, which made possible the bar chart reports, was arrived at. It compares the Index of Significant Difference with other methods which had been used earlier and were discarded because they did not appear to reflect the data in a way that indicated local management's employe relations practices.

My Job Contest—An Experiment

in New Employee Relations Methods

By CHESTER E. EVANS AND LAVERNE N. LASEAU, *General Motors Corporation*

Part I. A Unique Management Tool for Two Way Communication

SOME BACKGROUND THOUGHTS

Employee attitude surveys have come to be widely used in American industry these last few years as a result of the growing recognition that communication to and from the employee is an important problem in all types of enterprise. Although the size of the organization contributes to the complexity of its communication problems, even the smaller companies have found attitude survey techniques useful for revealing employee thinking. The failure of the leading opinion polls to predict accurately the 1948 presidential election may raise some questions in the minds of business executives as to the validity of any study using comparable techniques for surveying employees. Our experience would lead us to believe that by guarding against the technical flaws which produced the election *faux pas*, surveys can continue to offer valuable assistance to the construction of personnel policies.

General Motors Corporation, with its multi-plant operations spread throughout the United States, is a good example of an operation in which size and numbers contribute to the difficulty of effective communication. With full realization of these complex problems (further complicated by a policy of decentralization to autonomous Divisions) top management made provision for a new Staff to offer consultation about employee relations problems to the various operating units.

This staff was set up in July, 1945. Its chief functions were concerned with the integration of all activities dealing with employe relations. Only one essentially new activity was added—that of a Research Section, whose specific objective was to be the analysis and development of methods to improve communication between employes and management.

After more than two years of careful investigation of the known techniques for surveying employe attitudes, the Research Section concluded that some of the obvious shortcomings of conventional approaches tended to offset and complicate any positive results emerging from these studies. To avoid these shortcomings we needed some method of discovering what the employe thought about his total work-situation freed from the restrictions of specific questions.

Survey techniques using specific questions sharply limit the factors which the respondent is to consider. Such techniques, applied to the employe and his job, inevitably direct attention to specific features of the work situation and job satisfaction, whereas the worker really may be more concerned with other factors. Moreover, the worker may be inclined to think of his job in total or as a unit rather than as a sum of elements. In fact, it is his overall attitude toward the job that is most important to management. Even when this attitude is generally positive, the worker often has certain gripes about some of the details of the job. It follows that a study of the gripes alone is not likely to give the total picture. Any series of questions tends only to invite an airing of these gripes rather than provide evidence of the worker's attitude toward the complete work situation. A less confined response would more accurately reflect his general attitude toward the job, and at the same time include his gripes in their proper perspective. Most important, however, is the fact that the restricted information which direct questions usually produce cannot be wisely used by operating management to make policy decisions, yet it is the policy decisions of management that determine to a great extent, or help form, employe attitudes.

In addition, too frequently employe attitude surveys are not considered in terms of long-range communication planning. Instead, they are used indiscriminately—many times in desperation—when management is faced with a critical, over-ripe situation of employe dissatisfaction. It is our premise that the survey technique is a tool that can be used effectively only when an integral part of a long-term communications program.

A NEW APPROACH

Early in 1947, an idea for a letter-writing contest was presented in an Employe Relations Staff conference. As the discussions of this idea progressed, it became apparent to those of us in the Research Section that here was an opportunity to obtain documentary and narrative material of the type we were seeking—material which might subtly reflect certain basic employe attitudes. More important, however, the project had the earmarks of initiating steps in the direction of a long-range communications program.

For the initial contest, eligibility-to-participate was defined to exclude supervision and upper management. Considerable time was spent in selecting an appropriate subject for the contest. Because it seemed apparent that many important problems of the individual employe centered around his immediate job, this seemed a natural area to consider as subject matter about which to stimulate positive thinking.

The subject finally selected for the contest was "My Job and Why I Like It". In writing about this general topic, employes would be free to discuss any or all favorable aspects of their jobs. While the statement of the topic limited responses to the positive aspects of jobs, it was felt that important negative aspects would become conspicuous by the absence of favorable mention. Furthermore, on the reverse side of the entry form, an opportunity was provided for employes to include constructive criticism on a Post Script which would not be considered in contest judging.

Of course, General Motors wanted to focus the contest

entrant's attention upon the positive aspects of his job. In fact, this was the first named of the four major objectives of the contest. These were:

1. To encourage more constructive attitudes in the minds of employes by directing their attention to the positive aspects of their jobs.
2. To place certain educational bulletins in the hands of employes that would indicate some of the benefits derived from employment with General Motors. (One continuing phase of this objective, growing out of the experience of the contest, consisted of an experiment in five different plants with the distribution of a wide variety of informational booklets. As a result, a regular booklet rack service is being supplied to all interested GM plants beginning February 1, 1949.)
3. To collect material for the enlightenment and education of supervisory and management groups.
4. To obtain a body of data for the analysis of employe-attitudes.

With these four objectives as the framework for the contest, it can readily be seen that a total communications project was emerging. It was envisaged as far more than merely a means of finding out what the employes were thinking within a specific area of work satisfaction.

PROMOTING THE FIRST MJC

Now, let us consider the contest planning and promotion itself in more detail. This work was carried out mainly by the Programs and Publications Sections of the Employee Relations Staff. The Employee Research Section, however, advised on the Rules¹ Book and on other features that would affect the judging and analysis of the letters.

Prior to the opening of MJC on September 15, 1947, extensive preparations were made. Promotional material was planned, printed, and distributed. All levels of management—

¹ Reproduced in Appendix A, page A64 ff.

general managers, plant managers, plant superintendents, supervisors, personnel directors, and foremen—were carefully briefed on the background, mechanics, and overall objectives of MJC.

The basic reference manual and guide of the contest was the MJC PLAN BOOK.² This manual outlined the successive steps to be taken in carrying out the program and provided a schedule to be followed uniformly throughout General Motors. Coupled with the pre-contest training of the management team and the other available literature pertinent to MJC, the manual answered most questions which might be asked of the first-line supervisor in his role as the contact man with employees.

To arouse curiosity and stimulate interest, a two-week teaser campaign began in the plants on September 2, 1947. All GM plants were supplied with MJC wall and floor stencils, as well as four large illustrated color posters. One poster, picturing a fortune teller, said: MJC IS COMING WITH BIG THINGS FOR YOU. The second, showing a husband and wife with two children, read: MJC IS BRINGING A BIG DAY FOR YOU AND YOUR FAMILY. (See figure 1) Displaying blue, red, and yellow prize ribbons, the third poster stated: MJC WILL REWARD THOUSANDS OF FOLKS. On the fourth, a rainbow led to a chest of gold, and carried this message: MJC MEANS THE CHANCE OF A LIFETIME. All posters closed with the sentence: WATCH FOR ANNOUNCEMENT.

During the pre-announcement period, some Divisions supplemented the campaign stencils and posters with promotional stunts of their own to heighten the interest of employees. Plant papers published employee guesses on the meaning of MJC, and in a few cases, the local daily press ran feature articles speculating on what MJC stood for.

On September 15, 1947, the management of all GM plants

²This book has been digested in Appendix A, page A7 ff. Since the body of the report is a discussion of the technique and end-results achieved, more detail on the promotion and administration of MJC is included as a separate Appendix (Appendix A).

officially opened the contest by letter to each of their eligible employees. General managers of some Divisions supplemented their letters with talks over their public address systems or to group meetings of employees. One Division staged an outdoor mass meeting of all employees.

To advertise MJC in the plants, the Detroit MJC headquarters supplied full-color posters and large streamers. The first poster announced that there would be 5,145 prizes valued at \$150,000. The second told employees to collaborate with their families for assistance in writing their letters. The third poster illustrated different types of GM men and women contestants—both office and factory workers. The fourth pointed out that it was easy to enter MJC. YOU DON'T HAVE TO BE A Highbrow . . . KNOW HOW TO SPELL . . . BE A SKILLED WRITER . . . FINE PENMAN . . . USE ENGLISH . . . OR EVEN OWN A PEN! the message read. (See figure 2) The fifth said GOOD LUCK, with a four leaf clover. The last poster told the date on which the contest closed. All six posters concluded with SEE YOUR FOREMAN OR SUPERVISOR FOR DETAILS.

The streamers were simplified versions of the posters, stressing simple slogans. They were used primarily at plant entrances and exits, or other spots where employees tended to congregate. Suggested display dates for both the posters and the banners were scheduled in the MJC PLAN BOOK.

To enter the contest, an employee, according to the rules, had to write on an official entry blank.³ In order to obtain an entry blank, he had to contact his immediate foreman or supervisor, who answered his questions and encouraged him to get his letter written. Foremen and supervisors also gave contestants all the help they could, including copies of the rules, a broadside picturing the prizes, and three thought-starter booklets. One of the thought-starters was a booklet titled, GETTING STARTED⁴—with helpful suggestions for “breaking-the-ice” and getting over the hurdle of writing an entry. Another

³ See Appendix A page A75 for copy of entry form.

⁴ Reproduced in Appendix A page A34 ff.



Figure 1

he "MY JOB"

contest is an easy contest...

YOU DON'T HAVE TO



BE A Highbrow

YOU DON'T HAVE TO BE



A FINE PENMAN

YOU DON'T HAVE TO



KNOW HOW TO SPELL

YOU DON'T HAVE TO

你不要設英國話
你不要設英國話
你不要設英國話
你不要設英國話

USE ENGLISH

YOU DON'T HAVE TO BE



A SKILLED WRITER

YOU DON'T HAVE TO



EVEN OWN A PEN

Think...Write...Win!

SEE YOUR FOREMAN OR SUPERVISOR FOR DETAILS

Figure 2

thought-starter was a folder outlining the SIX POINT OBJECTIVES OF GENERAL MOTORS as stated by C. E. Wilson⁵ in pointing out the job ahead of GM in the post-war period. The third thought-starter was a booklet U. S., THE ROAD TO BETTER LIVING—a broad statement about the advantages of life under the American system.

The important point to underline at this phase of the administration of MJC was the integral role of the first line supervisor in the ultimate success of the program. Without his active cooperation and continued interest, MJC would have fallen far short of the high degree of participation it finally enjoyed. The contest gave numerous opportunities, during its six-week tenure, for the supervisor to initiate friendly contacts with his employes.

Entry blanks were all numbered in series—both at the top of the page and on the detachable entry-record coupon at the bottom of the page. Each contestant signed his name on this detachable coupon only, then printed it below his signature to assure legibility. He also identified himself by GM plant, unit, department, badge number, home address, city, and state. No identification other than serial number appeared on the contest letter itself. Each contestant received a self-addressed, postage-paid envelope and the official entry blank from his foreman or supervisor. Entries were not addressed to General Motors. Instead they were mailed to a Chicago Post Office box belonging to the firm retained to do the preliminary judging.

From beginning to end, the contest was a challenge to the initiative of GM units. Many unique methods were developed to focus attention on the contest and to increase the number of entries. A genuine competitive spirit arose among the GM Divisions, all of whom were sincerely anxious to win the C. E. WILSON TROPHY for the highest percentage of employe participation in the contest. In fact, the competition was so intense that it was necessary to award four C. E. Wilson

⁵ See Figure 24, page 113.

trophies. Three non-manufacturing Divisions attained 100 per cent participation and one manufacturing Division finished with 99.04 per cent. Each was awarded identical Wilson trophies.

To acquaint homefolk with the employee's job, some plants held open house for the employees and their families. Some mounted contest prizes on floats and paraded them through the plants and along city streets. All displayed local prizes in the plants. The national prizes were exhibited in the General Motors Building, Detroit, for the public—as well as GM people—to see. Considerable public interest was generated by the exhibits, parades, and press notices throughout the contest.

One Division prepared a special booklet outlining the importance of its product to the General Motors family, especially for the assistance of its employee letter writers. This particular Division produced an automobile accessory part that could not be easily observed as a finished product by the employee. Consequently, the task of building up *esprit de corps* among this group was especially important.

All General Motors units kept their employees fully informed on the progress of the contest. Standings and participation figures were posted on special contest bulletin boards. Some Divisions used giant thermometers to show their progress. One pictured the extent of its MJC participation as an airplane race from the plant city to the Chicago Headquarters.

By means of a mimeographed bulletin⁶ issued every other day, contest headquarters in Detroit kept all Corporation units informed of standings and other items of interest. Thus each plant learned what others were doing in promoting MJC, often getting additional ideas which they could use.

At the beginning of MJC, the Publication Section prepared a package of promotional materials for Divisional plant-paper editors. They, in turn, covered the contest from a local viewpoint from beginning to end. GM FOLKS, General

⁶ See Appendix A page A44.

Motors' picture-magazine for employes, reported fully on the overall national progress of MJC.

Five thousand individual prizes were to be awarded. They were all General Motors products. The awards were impressive and contributed materially to stimulating employe participation. In top position on the list were 40 automobiles (1 Cadillac convertible, 3 Buicks, 6 Oldsmobiles, 10 Pontiacs, 20 Chevrolets). Frigidaire products comprised 25 refrigerators, 25 electric ranges, 25 home freezers, 50 automatic washers and 50 electric ironers as prizes. Other prizes included 100 Delco portable radios, 250 Delco table radios, 750 Guide spot-lamps, 1,000 Guide driving lamps, 1,000 rear-view mirrors, 1,000 Saginaw ball-bearing bumper jacks, and 750 automobile accessory kits.

To encourage prompt action, GM Divisions mailed a series of six full-color postcard reminders to eligible employes during the contest. Contest headquarters in Detroit supplied these postcards along with special EARLY-BIRD plant posters. The EARLY-BIRD poster pictured three birds, with space provided for mounting head photographs of the first employes whose contest letters were received at the Chicago MJC headquarters. The posters were kept up for several weeks, with heads changed frequently as more entries were sent in.

General Motors' units also held local drawings for prizes. In most cases this was done once a week during the contest to stimulate additional interest among the employes. Local prizes were limited in value to the cost of a 7-cubic foot Frigidaire refrigerator. Most Divisions gave General Motors products as prizes but were not restricted to them. All of the organization involved in local prize drawings was left to the individual Divisions. Only bona fide contest entrants—men and women who had written and mailed qualifying letters to the Board of Judges—were eligible to take part in these local prize-drawings.

CAME THE DELUGE

Of the 297,401 eligible employees in some 49 cities throughout the United States, a total of 174,854 (or 58.8 per cent) entered letters by the time the contest closed on October 31, 1947. This result far exceeded pre-contest estimates and produced an almost overwhelming body of narrative material.

When the entry was received at the Chicago MJC headquarters, the entry record coupon was torn off and filed, and a receipt was mailed to the contestant, with a duplicate for the contestant's plant. The entry proper was then started through the judging process. At this point disqualified entries were eliminated. Included in this group were entries with no name, those using profanity or obscenity, and those which did not discuss reasons for liking jobs. Less than one-half of one per cent of the entries were disqualified for any reason. This attests to the general understanding of the rules and conformance with them.

The contest rules placed no limitation on the length of the entries. Though the average letter ran to about 250 words, one consisted of only a single sentence. Some of the entries were 20 typewritten pages long.

There were many unusual entries, including a sound recording, a movie (in color), numerous poems and acrostics, and intricate artistic designs.

Approximately 700 of the letters were written in foreign languages and had to be sent to qualified linguists for translation. A few of the languages used were: Polish, Spanish, German, Hungarian, French, Lithuanian, vulgate Latin, classic Hebrew, and Arabic. Although none of these foreign-language letters happened to win top-prizes, a few qualified among the prize-winner group.

The scheduled timetable called for a national award banquet for the 40 car-winning entrants in Detroit on December 13, 1947. It was thus necessary to arrange processes of elimination and judging which could do the job completely between the end of the contest on October 31, 1947, and the banquet's

date, a relatively short time for such a detailed job. However, the large number of entries did not noticeably affect the judging process, which had been set up in advance on a very flexible basis.

In the selection of the board of honorary judges, considerable attention was given to the careful examination of the problems that would be faced by any group of five men who might serve. The qualifications decided upon as requisite were impartiality, integrity, a knowledge of human nature, and sufficient appreciation and interest in the fundamental objectives of the contest to give adequate time to the job of judging. In seeking judges having these qualifications, an effort was made to select men nationally known and respected in their fields. An examination of the backgrounds and qualifications of our Board of Judges will readily reveal that they more than satisfy these standards. Each judge represents a different point of view, and their combined judgments offer a rich, full blending of authority and sincerity. The judges finally selected were:

PETER DRUCKER, a noted author and economist. His best known books are *The End of Economic Man* and *The Future of Industrial Man*. A former newspaperman and foreign correspondent, he is now professor of political economy at Bennington College, Vermont.

EDGAR A. GUEST needs no introduction. He has been connected with the Detroit Free Press since 1895. More people know him as a poet than as a newspaperman; however, many will remember the Eddie Guest radio programs of a few years back. His poems have been widely syndicated and more than a dozen books have been compiled from this and his other verse.

JAMES E. MCCARTHY, Dean of the College of Commerce at Notre Dame University. Supplementing his theory in the college with practice in the business world, he is also a director of the First Bank and Trust Company of South Bend, Indiana, and of the Outdoor Advertising

Foundation there. Before joining Notre Dame, he was in the shipping and export business in Argentina. He, too, has turned a successful hand to writing and is well known as a lecturer.

DR. GEORGE W. TAYLOR made a name for himself in both industry and education. He has held several teaching positions during the course of his career and has been very active as an impartial umpire in labor-management relations. During the three-year period from 1942 to 1945, he was vice chairman of the National War Labor Board and was made chairman two years ago. He is currently Professor of Industry at the Wharton School of Finance, University of Pennsylvania.

DR. JOHN W. STUDEBAKER, U. S. Commissioner of Education from 1934 to 1948. He is a man who earned his way through college as a bricklayer and now has four degrees behind his name. His first job in the educational field was as a principal of a high school and coach of athletics. Later he became superintendent of schools in Des Moines, Iowa, and held that job until 1934, when he was appointed U. S. Commissioner of Education.

To conserve the time of the five judges, the services of a firm of contest specialists were secured. After a thorough search for firms that could offer the necessary experience, one was finally selected that had the desired qualifications. In assuming the responsibility of the assignment, the Lloyd Herrold Company, of Chicago, fully realized that their chief contribution to the judging process would be the weight of their experience with many consumer and product contests. Dr. Herrold admitted perplexity with some of the basic problems but freely consulted with many different sources in order to devise an equitable and valid method of elimination, satisfactory to the Board of Judges.

Under Dr. Herrold's direction, specially trained readers carefully evaluated each of the 174,854 letters that were entered in MJC. Under the guidance of the judges and with

the advice of several leading university specialists, it was finally possible to produce approximately 6,000 letters that were considered the best, in terms of the three MJC standards—sincerity, originality, and subject matter. From this list of 6,000 entrants—who were identified by number only—the 5,145 prize-winners were selected. No effort was made to rank the letters in the top group of 200, as this was felt to be the responsibility of the Honorary Board of Judges. Each letter in this top group of 200 was carefully read by each of the judges and the major prizes were awarded in the order decided upon by the judges. Details of the judging process have been published separately.⁷

As far as the employees were concerned, the success of the contest depended to a large part on their confidence in the judging. The fact that there were very few employee complaints is evidence of widespread satisfaction. Dr. Herrold, who personally supervised the infinite detail necessary to pick the prize-winning group said,

“In the 15 years in which I have handled contests, I know of no contest of which the standards were higher than those maintained from the beginning to the end of this contest.”⁸

The climax of the first phase of MJC came with the Grand National Awards Banquet in Detroit on December 13, 1947. At that time, President C. E. Wilson personally presented gold keys for 40 automobiles to the men and women who had written the best letters. The top management of each Division accompanied their prize-winners to Detroit. Suspense was added for the winners since they did not know which kind of automobile they had won until their name was called—

⁷ *Judging Procedure for the “My Job, and Why I Like It” Contest, September 15–October 31, 1947.* Employee Relations Staff, General Motors Corporation, 1948. See Appendix A, page A49 ff.

⁸ *The Worker Speaks.* Department of Public Relations, General Motors Corporation, 1948, reprint of “MJC—Accentuating the Positive”. A verbatim transcript of remarks by the judges at the award banquet, as well as copies of the letters submitted by the 40 car-winning entrants. Copies of this booklet are available on request.

Chevrolet winners were called first, with the result that the top winner, who was entitled to the Cadillac waited for almost an hour before knowing that he had submitted the best entry.

Appropriate ceremonies took place for the awarding of the prizes below those awarded at the Grand National Banquet. The remaining 5,105 national prizes were distributed to winners in special ceremonies at their own plants and offices over the country. Top management of GM units presided at all local ceremonies, usually in mass meetings of all employees.

THE CONTEST ENDS—RESEARCH BEGINS

This concluded the first phase of the program. From the viewpoint of the experiment in long-range communications planning, this phase was but the necessary preliminary to the all important phases of research. The validity of the research finding is undoubtedly greatly enhanced by the thoroughness of the planning and the effectiveness of the promotions.

Although our preliminary screening of a sample of entries for the purpose of determining the final judging procedure led us to believe that we had a potential gold mine of material, we still could not visualize all of the future uses to which it might be put.

Part II. Management Listens to Its Employees—The Research Job

ANALYZING THE LETTERS TO BUILD A CODING STRUCTURE

Since the basic research problems begin at this point, it would be well to state briefly the objectives of a research analysis and define the source materials with which the work must be done.

The main objective of any analysis of the MJC entries would be to produce information that would be useful to the Division and to Corporation people in studies concerning employe relations. It will be recalled that the third of the four objectives¹ that General Motors had in mind when MJC was formulated was:

- (3) To collect material for the enlightenment and education of supervisory and management groups.

The research objective itself was the last of these four objectives:

- (4) To obtain a body of data for the analysis of employe attitudes.

The analysis was begun with the premise that it would be possible to study and analyze the human and personal documents to produce a significant reflection of employe thinking.

A human and personal document, such as employes submitted in MJC, is a record of a person's thoughts, when his mind is at liberty to discuss subject matter of interest or importance to himself.

In MJC, the writer was given considerable latitude. Except for the general subject, MY JOB, AND WHY I LIKE IT, he was unconfined in what he chose to write about. Obviously, the subject—and its application to the individual himself—provided a scope that could well include any segment of the writer's life, experience, and thinking that he chose to describe.

It is reasonable to assume that the typical entrant gave attention to what he considered important aspects of his ex-

¹ See page 4 for complete list.

periences that might influence the judges to consider his entry favorably. However, it is essential to remember that he retained a high degree of mental freedom regarding *what* he would write about.

This is one of the most important aspects of MJC as a technique, for it produces a state of mind that is open and undirected. The technique elicits for consideration all sorts of ideas, experiences, and theories on the part of the individual. In this unconfined state, concepts of importance or interest tend to float to the surface. Some concepts may be rejected for various reasons . . . others may be used. The important element is that this mental set facilitates the emergence of ideas or concepts that are psychologically meaningful to the individual. The techniques of psycho-analysis and non-directive counseling depend for their success in establishing a climate where the patient can be free to express his unconscious desires and reveal his inner personality.

Since MJC appeared to be conducive to a state of mental relaxation, and since the entries themselves gave evidence of its existence, it was apparent that this raw material was a collection of human and personal documents. This meant that an effective analysis of the MJC entries would provide highly reliable indications of the most important thoughts of General Motors' employees regarding their jobs and related experiences that result from their association with General Motors.

In comparison with other possible source material that could be used for exploring employee attitudes, MJC had some notable advantages and some troublesome disadvantages. When related to the source material provided by various types of structured, formalized questionnaire and personal interview approaches, MJC appeared to have great advantages in the purity of reflection of the employee's attitudes and opinions. However, the interpretation and analysis of so much unstructured material was quite difficult, and in a large quantity of

such material, it added up to a formidable barrier from a research standpoint.

On the other hand, the more formalized questionnaire or interview approach so limits and confines the respondent's answers that the violence done in thus restricting the free flow of his mental processes does not seem to be offset by the clear-cut quantitative tabulations that result from adding up "Yes" or "No" answers.

For some time prior to the beginning of MJC, thoughtful consideration was given to the basic problems of content analysis that were inevitable for quantifying the narrative data produced by MJC. Conferences were held with experts in the fields of education, opinion and attitude research, social psychology, psychiatry, and political science, on how the MJC content analysis could be performed. The most startling conclusion resulting from these various conferences was the fact that there was little precedent for the job ahead. However, by accumulating the thinking of experts from all related fields, it was possible to map a tentative experimental design for the necessary content analysis work.

Since nothing concrete could be accomplished until the actual entries were available, the pre-contest planning could deal only in generalized terms. Concrete steps were taken after the entries began to arrive. Accordingly, as every 10th entry from the first 10,000 was pulled aside, five typewritten copies were made of it. Even this procedure had to be discarded as the entries began to flood the office, with the result that it became necessary to photostat the last 400 of our original 10 per cent sample, so the entries would not be delayed for the initial routine records processing of the judging procedure.

With a sample of 1,000 entries, careful studies were made to:

1. Prepare the screening criteria necessary for the judging procedure. Reading charts were prepared to assist in the elimination process.
2. Construct a coding manual, based on a content analysis

of the most frequently recurring themes discussed by the entrants.

The construction of the reading charts is discussed in detail in the Judging Procedure booklet referred to previously.²

In forming the coding structure, copies of the 1,000 sample were studied carefully by five independent groups. Each group submitted a list of themes on which they felt the entries could be quantitatively analyzed. By collating the various lists of suggested themes, it was possible to produce a list of over 150 prevailing themes, or coding categories. Careful study of this list reduced the themes by about half, on the basis of their frequency of recurrence in the sample. The list of themes finally selected consisted of 75 items, with provision also for coding the number of mentions of the "Division" and of "General Motors." To check the number of entries that carried negative connotations, provision was made for a code—"negative mention." To isolate quickly the entries making "PS Comments," a coding category was provided that was called—"backside mention." This made a total of 79 coding categories (thematic codes) against which the individual entries would be rated.

A coding manual³ was written in order to define specifically each of the finally selected themes. In addition to the limiting definitions, examples from actual entries were introduced to help in coding each theme. This manual was designed specifically for the coding readers and instructions were given to check with the Research Section on all borderline situations before assigning a thematic code.

About 40 people were trained as coding readers by Statistical Analysts Company (under the close supervision of the Employe Research Section) to analyze and code all of the 174,854 entries. It was necessary to limit training groups of beginners to twelve. At least a week was required to bring each group of

² See Appendix A page A49 ff.

³ *Coding Manual for the General Motors MJC Thematic Analysis*. Employe Relations Research Section, General Motors Corporation, November 4, 1947 (Final Edition). This is the revised and final edition of the coding manual. See Appendix C.

trainees to the necessary degree of accuracy and efficiency. The coding operation was started on October 15, 1947 and was completed late in December.

To facilitate the tabulation of the data, specially over-printed IBM mark-sense cards were used in the coding process. A copy of the coding record card is reproduced in Figure 3.

The coding plan provided for single coding of the themes mentioned in each entry. Multiple-mention of a specific theme was to be counted only as a single mention. In the process of coding the entries, the original patterning of the

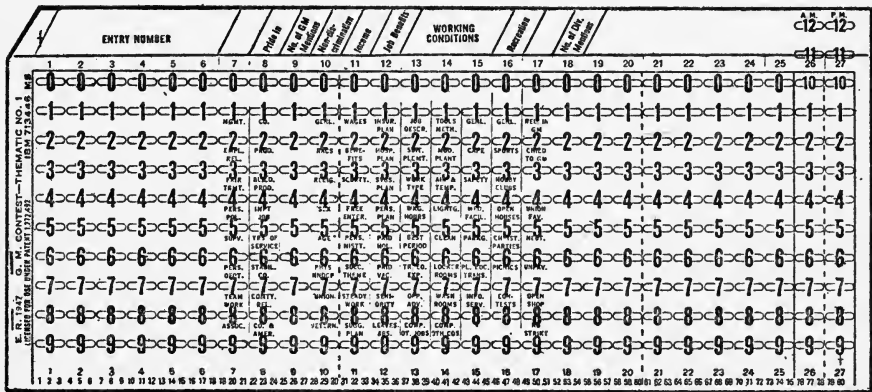


FIGURE 3

mentions within the entry was lost. However, time permitted only a quick tabulation of the *things* that were talked about, with no measure of intensity. Likewise, personal references were obscured by the coding system.

This suggests one of the limitations of any system of content analysis, whether it be applied to personal documents, comments from written questionnaires, or to the comments obtained from depth interview processes. The point at which the personal phrasing of the individual's attitudes is translated into a rigid coding structure destroys the uniqueness of his individual response. Necessity demands, however, that some coding structure be devised to translate subjective responses into quantifiable units for tabulating purposes. The real test of validity of any coding structure lies in the degree to

which the end-results of the analysis accurately reflect the conditions about which the respondent was expressing an attitude or opinion.

The reader will profit from an opportunity to review examples of entries and the application of our coding structure to these entries. Consequently, in the following entries, which are presented verbatim, the reader can gain first-hand knowledge of the atmosphere of the entries. One entry has been annotated to illustrate the content analysis methods.

ENTRY No. 56—0994⁴*Theme Mention*

My Job with General Motor's has given me what every man wants—*Security* for his family—I have been with General Motor's only five years, a short while compared to thousands of other employees. I consider it one of the luckiest days of my life when I was hired as a time-keeper at the ————— Division⁵ of General Motors. *In less than a month I was getting top rate. Since then I have been promoted to supervisor's clerk and stand an excellent chance of becoming a salaried employee in the near future.* Knowing that a chance for advancement is possible is the best incentive I know of for doing a good job. I know from my own experience and from others that ability and ambition are recognized. More often than not a promotion is given to those who have shown that they have the ability and the ambition for a bigger and better job with the Corporation. A Key position with General Motor's is my goal. by starting at the bottom and being able to work yourself to a top position is the main reason I like my job with General Motors.

*Security**Success Theme**Opportunity for Advancement*

⁴ 25 additional entries appear in Appendix B.

⁵ Number of GM and Division mentions were also coded.

ENTRY No. 16—1117

My job and why I like it. My job means more to me than the average worker because of the long uphill fight I had before I attained it. When I walked into the ———— employment office and asked for a job I was just a few months out of Joliet penitentiary and a five year stretch. Having spent twelve years of my life in prison, doing three terms between the age of 17 and 31 I had about given up on getting anywhere in this world. Thanks to a farsighted personnel employee who gave me a job after I had explained my past, that I was on parole and that I had very little experience, I went to work for ———— in 1945. The first few months were tough for me and I made a lot of mistakes in my work and was always ill at ease and nervous. That was not hard to understand, a prison complex. Gradually everything began to fit in and with kindly words and helpful assistance from my supervisors and co-workers alike I began to be a useful little cog in a very large wheel. So I worked and after six months or so I got to thinking about my job and my past and I asked myself, why am I so satisfied, why do I never think of slipping back into the old way of life, why do I come to work day after day with such a glorious feeling? Suddenly it dawned on me like a flash. My job. It was my job that was responsible for this change in me. The first and only decent job I had ever had in my whole life. I know what Doctors and psychiatrists say about environment and heredity. But I know now from experience that all my misfortunes and wasted years can be traced to the fact that I had not had a decent job in all my life until I went to work for the ———— division of General Motors. Why do I like my job? Picture if you can a prison license plate shop or a dark dirty jute mill. Eight or nine hours a day of hard labor, six days a week on short prison rations. Brutal guards as supervisors and harsh treatment go hand in hand. And the pay, a few cents a day with barred room and board thrown in. Why do I like my job? Because it has given me back my own self respect, the respect of my bosses and my fellow workers, a decent honest living, a wife and son and a happy home and a feeling of a job well done everytime I see a new ———— on the streets. My job has pushed into the limbo of the past 12 long wasted years of endless prison days and sleepless nights. I am very ashamed of my past but I'm more proud of my job and the future it holds for me and my family. This is (My Job) and I sure do like it.

P.S. This is my suggestion, if possible lend a helping hand to more men on parole and in prison who like me kept coming back because of a lack of a decent job and pay for it. Which of us can

be fired with ambition if we slave as a farm hand or a dishwasher for a pittance. And this is the kind of jobs offered a convict. Pray give some one else a chance, there are a lot of lost men like me in prisons all over the U-S-A just looking for a helping hand. Thanks for an opportunity to get in this lick for them.

ENTRY No. 53—0344

When I first became aware of the purpose and reasons of this contest, I felt rather skeptical about the whole thing and was inclined to shrug it off and forget it. Sure, I have a job. A pretty good job too. I did my work as well as I could, and I was conscientious about it. Twice a month the Company paid me a reasonable salary. Well, I earned it, and, as far as I was concerned, we were both on even terms. Thats all there was to it. That was the sum and substance of our relationship.

But, somehow, I couldn't let it go at that. Something deep in my mind or maybe it was my heart seemed to prod me into deeper thinking. I tried to think of my job as being a part of something bigger and much more important than my previous conception. The more I thought about it the more I realized how smug and selfish I had been. I began to see my job as a reflection of American freedom and enterprise. My Job, with its privileges and opportunities, didn't just happen. Human beings as far back as the Pioneers had fought and many of them died for the right of free enterprise, for a decent livable wage, for the right to think and act in a manner of free men in a free world. With some surprise, I realized that the fight had not been confined only to our forbears, but had been carried on for generation after generation, even to our time. Of course, I should have realized that much sooner. I, and thousands like me, are ex-soldiers. We just got through fighting and dying for, well—ironically enough, our jobs. Where else in the world has labor and management reached the status of mutual understanding and trust that now exist in America? An employer and employee are no longer symbols of powerful tyrants and miserable slaves. Each is a Man. Each has certain rights and privileges which cannot be abused by the other. The day of long hours of degrading labor, of poor wages, of unsanitary conditions and of blind subservience are over for all time. In contrast, our present day standards of decent healthful surroundings, our air-conditioned, well-lit offices and shops, the mutual understanding between management and employees, all these and many others attest to the fact that the american people have taken another vital step towards the fulfillment of their destiny. Now that I see in Print

what I have only thought of before, now that it is in black and white, it seems too dramatic, too bold. But that is how I felt and thought. It must be true. It *has* to be true. If you read between the lines of the Constitution of the United States you will find that it *is* true.

I realize now that there is much more than just "forty hours a week and a paycheck" behind my job. In a sense, America is behind my job, and *that's* why I like it.

ENTRY No. 27—2438

I am, as a great number of General Motors employees are, from the south, and a great number of us from the poorer sections where it is not possible to maintain a standard of living that approaches that on the nation's standard. We, the more ambitious ones, in hopes of obtaining a decent manner of living, of owning or living in a presentable home, of feeding, clothing and educating our children adequately have moved out to the industrial north or east. General Motors offers us the chance to full fill our dreams, our ambitions. A chance for personal advancement where the wages paid is excellent and the work on most jobs less strainious than we are accustomed. With our work day cut from ten, twelve, fourteen hours to eight, and our work week cut from six or seven days to five. With General Motors we earn more cash money with in three months that we could earn on the poor cotton or tobacco farms with in a year. The improvements in our houseing and manner of living is at least a hundred percent improvement. With the hospital and groupe insurance available, at only a token payment, our hospital and medical care is improved a thousand percent for our medical care back on the farm was practical non-existent. If we received any medical care it was on charitable basis which at its best is poor medical attention.

With these personal comforts and securities offered we have in additional cultural improvements and social contacts. It is in the south that race hatred is born and agitated. This hatred become so great with many that it can be considered a form of insanity. It serves as a constant point of irritation and unrest which is a major factor blocking our cultural and economical advancement. While working with General Motors and with thousands of employees we come to know all the different races that are not, "our kind". We get to know them, and we find that he is a better american than we are our selves. We find that he has a few more battle stars, or has lost a son or two while fighting for our cause. We find that he knows our countries' history and the wording and spirit of our constitution a

little better than we do, and that he hold no malice toward us. So, we come to conclude. Why hate him. Maybe he is our kind after all.

The knowledge we gain of other races of people is of invaluable wealth to us and to our country. Hatred is ignorance and ignorance, in this case, is the lack of social contacts. With General Motors we gain these contacts while we improve our standards of living, the desire for better things, and the proper manner in which to us both the commodities and the knowledge we are gaining while in the employment of General Motors.

For these reasons alone I can not find a job better than that with General Motors. My job is for only eight hours a day but, I have to live for twenty four.

ENTRY No. 75—4652

I work in an Inspection Lab. & run residue tests on hermetic rotars & stators. This test is to determine how clean the stators and rotors are after they have been washed in naphtha. If the tests show too much residue the stators & rotors are washed again in naphtha & than another residue test is made. These tests are run mostly by the following methods, either by a $\frac{1}{2}$ hr. boil in naphtha or by the 10 minute whirl test in methanol or an extractor machine. This solution is boiled down to approximately 75 cc then transferred to a small weighed beakes & this is boiled down to approximately 5 cc then put in oven & evaporated till constant weight is reached or approximately 1 hr. Remove beakes from oven, cool & weigh the amount of dirt in the beakes & subtract from your first weight of beakes & this gives you the amount of residue in grams per stator rates.

My job is very different from the usual routine of assembly lines. I am really happy with my job & would be lost with-out it. I don't believe I would ever be satisfied in quitting to become a full time housewife. A lot of girls I know don't like their jobs & are just putting in their time until they marry & can become a housewife.

I often think back to the day I was chosen for my job & consider myself very fortunate. I was an inspector in a bearing room & they were transferring girls & I was chosen to work in a Lab. I had the choice of taking the Lab. job or being transferred to another dept. I deecided to try the Lab. job & have been thankful ever since of my choice. It has turned out I have a better job than any of the girls I worked with.

About 2 years ago I got a small Lab of my own & thought everything was complete & now I have a new Lab. much nicer & much larger & am sure things are complete. It couldn't be any nicer, its so

convenient and seems just like a kitchen with its oven, hot-plates & sink. I was very lucky to get things placed just where I wanted them & this saves many steps & quite a bit of time.

I have met many interesting people thru my job that I wouldn't of met on an assembly line. I have had the chance to meet many of the higher bosses & when passing thru the dep't. they always take time out to say "Hello Dorothy". This really pleases me & makes me feel a little more important that they are friendly & take time out to be nice when so many times in the world you find the other type personal who is always wrapped up in themselves because of a higher job, they think they are better than the average & can't be troubled to speak.

ENTRY No. 37—3517

Have you ever needed a job? I mean, really needed one, because what money you had would not go around without leaving a gap which the next week could not possibly fill? If you have, you can feel with me, the gratitude my family and myself felt when General Motors gave me the job which made us solvent. It is at this point of gratitude I start in enumerating reasons Why I like My Job. I sincerely appreciated getting it—I still appreciate having it.

One of the first things which came my way was the opportunity of learning to weld. It added to my knowledge, increasing my value as a Maintenance Man. From the first, work at the———plant has benefited me, given me, right along with my pay check, more knowledge, greater experience—I am a better workman because of them.

We have, my family and I, read carefully the booklets and suggestions you have given us. There is not an item suggested which could not be added to my own list of "Why's". I do have pride in the job and in each days job well done. It is my own small part, my contribution, to the greatness of General Motors—their products and their good name all over the world. They have given me the means to produce a good job, too. Tools are the finest. I have the cooperation of the men who are my superiors and the men who are on the job with me. The time to do the job is mine, and my own ability, experience and ideas are always given consideration. It's a good feeling!

We have, you can see, as a family, a freedom from worry financially. In addition, we have some good solid backstops against health worries through the various plans of insurance available. In addition to providing for the eventuality of sickness and death, there are definite

safeguards against sickness and accident in the many good sanitary arrangements throughout our plant and by means of the safety precautions maintained.

While this contest is to "accentuate the positive" and turn for a while from the "gripes" to a consideration of the job in it's greatest meaning for us, it nevertheless gives us the Freedom to Praise and Criticise.

When a job gives any man Three out of the Four Freedoms he can be everlastingly grateful for it and the Fourth Freedom of Worship is plainly evidenced all over the plants everywhere, with men of all faiths working together to create a company which is the greatest of it's kind on earth.

Throughout the coding process, reliability and validity checks were maintained to determine the extent of coding bias and error from member to member of the coding team. Subsequent re-checks have indicated that the coding error is practically negligible.

The specific phrasing of the theme titles was intended to coincide with words or terms that could be readily understood by General Motors' operating men. Despite initial caution, a certain amount of ambiguity was inevitable. Certain of the themes were re-interpreted during the early stages of the coding process to make them even more meaningful. To clarify the full meaning of the particular theme code, and to understand precisely the type of response that was being coded for that theme, the entries were frequently re-read in the light of the codes that had been assigned. This served to focus attention on what was being talked about in the entrant's own words.

At this point, some of the limitations of the quantitative approach for studying the reflections of attitudes present in the MJC entries were obvious. All that the quantitative content analysis could hope to achieve was a mere skimming of the surface of the stories the entries related. In any depth study, it would be necessary to return to the entries themselves, and construct new analytic systems to produce information about the written material.

MY JOB CONTEST

Correlation Between TOTAL Entries
and 10% Sample on THEME MENTION

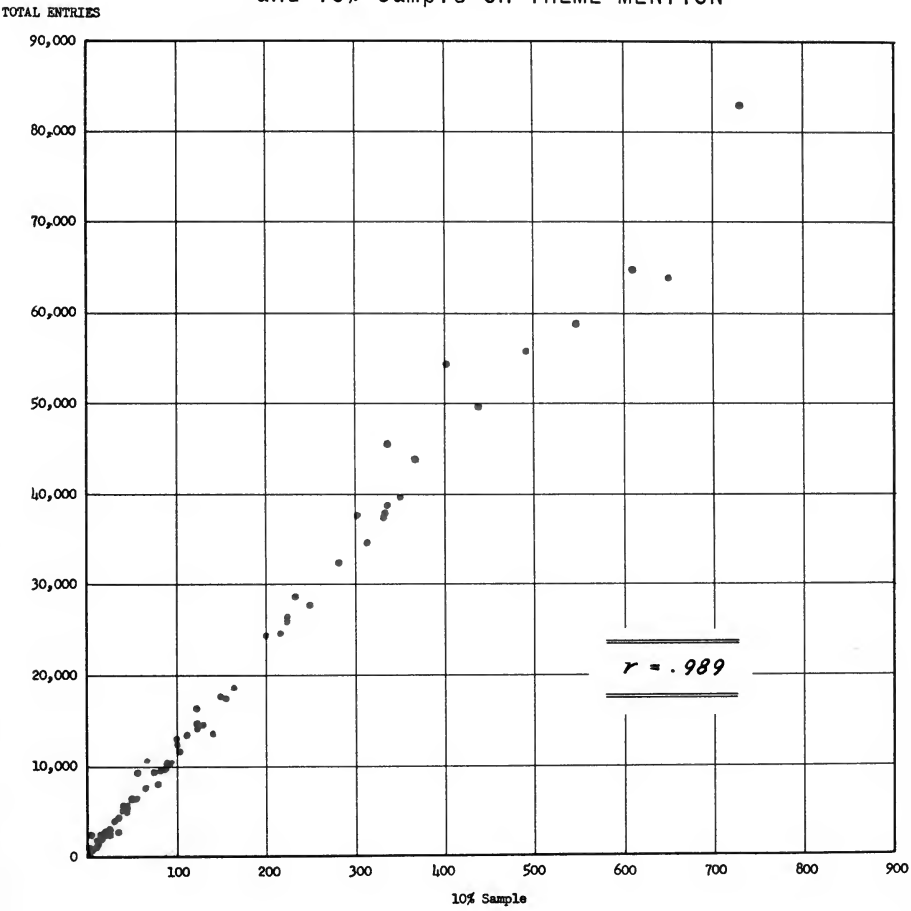


FIG. 4

CHESTER E. EVANS AND LAVERNE N. LASEAU

Correlation Between TOTAL Entries
and 10% Sample on
NUMBER of ENTRIES by Plant

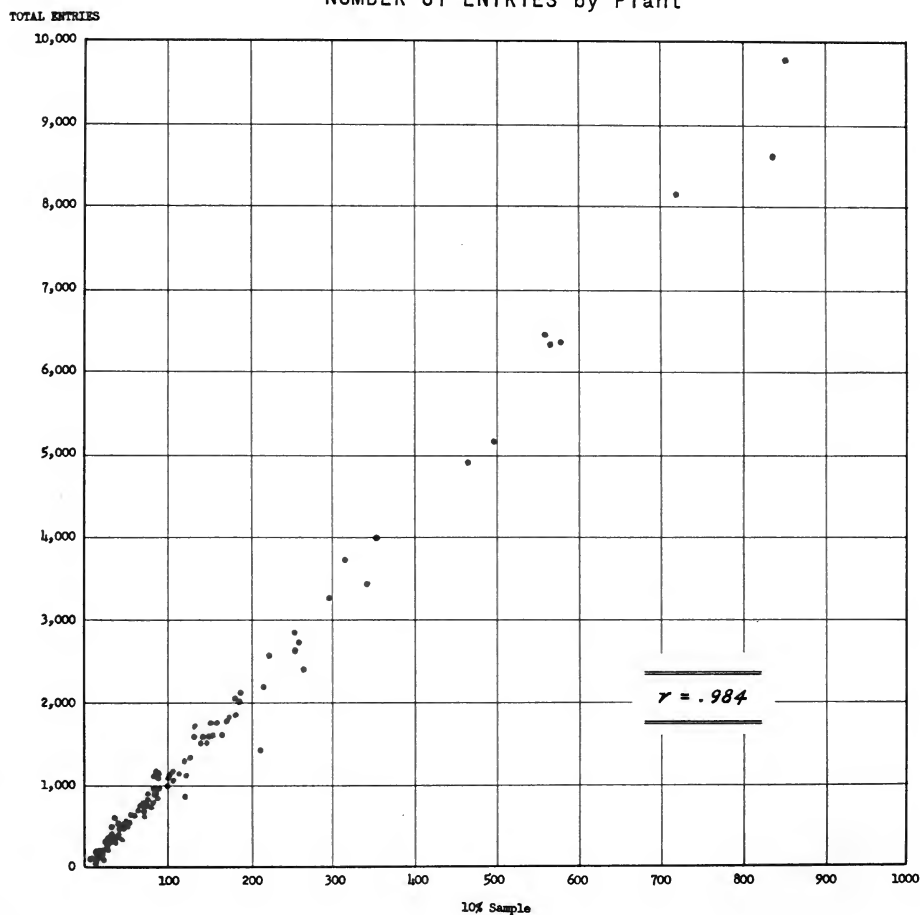


FIG. 5

ISOLATION OF A SMALL, RANDOM SAMPLE FOR PILOT STUDIES

Early in the planning of the research design for MJC, it was obvious that any handling of the total group would be a laborious task. This was particularly true since it seemed desirable to get some notion as to the potential distributions before any extensive tabulations or cross-tabulations were made. Further, in studying the results from any given Division, it would be much easier to compare that Division against all other Divisions, if a sample could be obtained which would be representative of the total corporation. This sample, to be of efficient size for handling, was planned as 10 per cent of the total group.

As was mentioned previously every tenth entry of the first 10,000 entries received at the Chicago judging headquarters of MJC was pulled. As the entries came through the mail in random order, this procedure of taking every 10th entry guaranteed optimal randomness.

It was not feasible, however, to continue pulling every 10th entry in view of the extremely rigid time limitations that were imposed by the deadline for the completion of the entire judging procedure. Consequently, the process of obtaining the 10 per cent sample for pilot studies was postponed until after the entries had been processed through the judging procedure.

After the judging process, all entries were sent to the Statistical Analysts Company, in Detroit—the firm having the responsibility for reading and coding all of the letters for our research analysis. Upon receipt of the entries in the office of Statistical Analysts, the upper left corner of every tenth entry was clipped off. This made it easy to identify later the 10 per cent randomized sample. It should be noted that the entries came through to Statistical Analysts Company in essentially random order; that is, they had not been sorted in terms of entry number order or on the basis of any Divisional breakdown. It is possible that as they flowed through the several steps in the screening procedure of judging, there was

some tendency toward the end for the entries to be grouped in terms of their quality, as determined by the judging criteria. However, this does not appear to be a serious impediment to randomness.

After the entries had been coded, the entire 10 per cent sample was isolated by sorting through the entry blanks, and pulling those with clipped corners. These entries, as a group, were then microfilmed to produce a permanent record of this sample. Also, the IBM cards which were used for tabulations received a special identifying punch which permitted the easy isolation of the 10 per cent sample deck. A duplicate 10 per cent sample deck including both the MJC thematic codes and the individual entrant's vital statistics, was prepared and used for necessary pilot studies.

Preliminary analysis work on the representativeness of the 10 per cent sample has satisfactorily proved its reliability. The mention of themes by entrants in the sample compared to mention of the same themes in the total group, and the participation by plants in the sample compared to the participation by plants in the total group, show high correlation. Scatter diagrams of these two comparisons are shown in Figures 4^{*} and 5.

The 10 per cent sample of approximately 17,000 cases is much more practical to handle than the entire group of entries. Thus far, it has shown itself to be reasonably accurate in terms of predicting the distribution of a particular item—either a theme or a vital statistic—in terms of the total population. It has also been possible to study the relationship between some of the themes by studying tabulations from this sample. The fact that the entire sample also appears on microfilm further has made this group of entries of considerable value. It has permitted easy access to a representative group of entries whenever any kind of qualitative appraisal was indicated on

* Errata: The values on the abscissa in Figure 4 should read in units of a thousand, instead of a hundred. Thus the range of values should read from 0-9,000 instead of from 0-900, as the abscissa unit must be 10% of the ordinate unit.

a pilot basis. In progress now is a study of worker concepts of "supervision," based on how the MJC entrants described their supervisors. The groundwork of this pilot study is being done with the microfilm copy of the 10 per cent sample.

THE MJC PARTICIPANTS AS TYPICAL GM EMPLOYEES

One of the questions most frequently asked in employee surveys is, "are there any differences between the respondents and the non-respondents?" Since the MJC participation was 58.8 per cent, it is entirely reasonable to ask whether or not this group was representative. It is important to know if there are any significant differences between the participants and the 41.2 per cent who did not participate.

From the early stages of analyzing the letters it was recognized that sampling bias might exist. Such bias could seriously affect the validity of the findings. If the eventual analytic results were to be meaningful and useful, they should reflect accurately the thinking of the entire employe group, and not a distorted sample of this group. Consequently, it was important that methods of analysis be attempted which would indicate the degree to which those who participated were typical GM employes.

While MJC was still in progress, conferences were held with the Staff of the Opinion Research Corporation of Princeton, N. J., to discuss the possibility of studying employe reaction to MJC. It was agreed that this check should take place sometime between the closing of MJC and the announcement of the prizewinners. It was further thought that a sampling should be made in three Divisions, on the basis of their MJC participation, since the range of Division participation was from 28.5 per cent to 100.0 per cent. Accordingly, after MJC was closed, three manufacturing Divisions were selected as follows:

Division #41—99.04 per cent participation.

Division #31—63.26 per cent participation.

Division #15—37.52 per cent participation.

Opinion Research Corporation (ORC) proposed to check worker opinion through two approaches:

1. The use of anonymous, self-administered questionnaires, given to 250-300 employes in groups of 25-50 at a time. This was done on company time, in a room set aside at the plant. Each of the three plants' payroll lists were examined to produce random, alphabetical samples of the employes, distributed proportionately between hourly and salary groups. All employes were taken from the groups eligible to enter MJC. No company officials were present at the time the ballots were completed.
2. Depth interviews were made with a "small" (20 to 30) sample of employes at each plant. This was to verify the findings of the ballot questionnaires, and to probe general reactions to MJC.

ORC conducted their studies simultaneously in the three plant locations (in separate geographic areas) on December 8, 1947. This happened to be two days before the local managements were informed as to their MJC "winners."

The ORC study⁷ produced a sample that corresponded statistically to actual MJC participation in each of the three plants. Their studies indicated that in all plant locations, employes in general agreed that MJC was a "good thing." They entered about equally because it gave them a "chance to express their opinion" and a "chance to win a prize." They also felt that the "motives" of General Motors in holding the contest were "good."

As a result of their survey, ORC summarized five main findings:

1. The General Motors "My Job and Why I Like It" Contest is even more popular with the employes than the unusually high returns might indicate.
 - a. Outright approval ranges from 54 per cent in Division #15, where the impact of the contest was relatively light, to 72

⁷ *A Worker Opinion Audit of "My Job and Why I Like It" Contest. (A Survey for General Motors Corporation.)* Opinion Research Corporation, Princeton, New Jersey, February 3, 1948. This report has not been given general distribution because the plants studied are specifically identified by name, and had been assured anonymity prior to the survey.

per cent in Division #41, where nearly every employe entered the contest.

- b. Workers approving the contest welcomed the opportunity of expressing themselves and the fair chance for well-worthwhile prizes.
 - c. Disapproval is expressed as too much pressure to enter the contest by some in Divisions #31 and #41. Some Division #15 workers felt restrained in not being free to criticize their jobs. A few felt worried that insincerity might triumph.
2. Upwards of three-quarters of the employes in the three plants studied ascribe good motives to the company holding the contest.
 - a. The erroneous idea that the company held the contest "just to advertise General Motors products" was subscribed to by only about one-tenth of the employes.
 3. Though job morale had considerable effect on the individual worker's decision to enter the contest, the high percentage of contestants must be attributed largely to promotion of the contest.
 - a. In Division #41 where participation was nearly complete, overall morale is practically the same as in Division #31 and only slightly higher than in Division #15, where participation was relatively low.
 - b. Low job satisfaction tended to add inertia to the individual worker's desire to enter the contest.
 - c. But the fact that low morale employes in Division #41 were induced to join the contest in the same proportions as those with high morale indicates that this inertia was completely overcome at that plant.
 4. Probably the high contest returns from Division #41 are attributable to superior promotion.
 5. One of the principal problems General Motors faced in holding this contest was gauging how far the promotion for this first contest could be pushed without producing resistance from workers. Therefore, of more importance to General Motors is the evidence that in Division #31 and #15 the promotion of the contest could have been pushed much further.
 - a. Almost a third of the non-participants of Division #15, and almost a fourth of them at Division #31, agree that the contest was a 'good thing.'
 - b. Specifically, the most important reason given at Divisions #15 and #31 for not participating was—"not interested; couldn't win anyway; lost blank.'
 - c. There is a sizable group of non-participants (50 per cent and

55 per cent) at both Divisions # 15 and # 31 who have 'no opinion' as to whether the contest was a good thing or not. Possibly a large part of this group at each plant could have been induced to enter the contest voluntarily.

Sample of response to the question, "Did you enter the recent My Job Contest?—Why?"

PARTICIPANTS	NON-PARTICIPANTS
"It was the first opportunity I'd had to express myself."	"My wife lost the papers."
"I wanted to put in what I had to say—my wife helped me."	"I figured there's a joker in it somewhere. Probably will use results in negotiating next union contract."
"Had won a suggestion prize, so thought might have a chance."	

As a result of their studies, ORC came to the conclusion that there were no essential or significant differences between the employees who participated in MJC and those who did not. Their analysis would seem to place emphasis on the degree to which the local Divisions promoted the contest as the strongest influence on the degree of participation within the Division. Although the ORC survey had some technical limitations, it did provide a rapid means for determining whether or not there existed any qualitative differences between participants and non-participants in at least three Divisions of widely differing participation rate.

The next step that was taken to determine the representativeness of MJC participants vs. non-participants was that of comparing the vital statistics of the two groups.

The entry stubs had not provided for the Social Security number.⁸ It was necessary to send the entry stubs back

⁸ Researchers should not lose sight of the Social Security number as a means of specifically identifying individual employees in industrial personnel research.

to the Divisions so the Social Security numbers could be entered on the stub from the plant payroll records. From all Divisions, it was found that 13,153 (or 9.7 per cent) of the stubs could not be assigned Social Security numbers from the Division records. The distribution by Divisions of the 13,153 cases lost during the matching-out process was carefully studied to determine how this loss affected the total population. It was not felt that quality of the distributions was significantly affected. Since these cases could not be identified, 14 per cent of the non-participants were actually employees who had participated.

[illegible]

FIGURE 6

Since it was practical to combine the employee's vital statistics and the thematic codes from his MJC entry, an additional IBM card was prepared, as illustrated in Figure 6.

As a result of the process of bringing together the entrant's vital statistics and his thematic codes, those employee vital statistic cards for which no thematic card could be found made up the non-participant group. Thus, it was possible to maintain two decks of IBM cards, one for non-participants that included only the vital statistics and the other deck of participants' cards that contained thematic codes in addition to vital statistics.

The vital statistic information was used to compare the participants with the non-participants on the following data:

1. Age
2. Sex
3. Marital status
4. Pay type—hourly rate or salary
5. Length of service

The area charts that follow show the distributions of the above vital statistics for the participants vs. the non-participants.

The participation of salary employees (Figure 7) was 82.3 per cent as compared with 55.4 per cent for hourly workers. Since only 12.6 per cent of those eligible to enter were in the salary class, this difference while interesting does not appreciably affect the total results.

The proportion of men to women employees (Figure 8) in GM is about 4 to 1. Although the women tended to participate in MJC slightly above the GM average, they were in the minority and were therefore not too disproportionately represented in the MJC sample.

On the basis of marital status (Figure 9), the married employees are in about a 3 to 2 ratio to single or "other" classifications. Under "other" fall widowed, divorced, and separated. No information exists on salaried employees' marital status, so data given is for the hourly employees only. It should be noted that participation is higher for married entrants than for single entrants with little deviation from the average for those classified as "other."

The age group distributions (Figure 10) indicate that the younger employees, particularly in the age 27 and under group, constituting about one-fourth of total eligibles, tended to participate less. In successive age groups there is a tendency toward higher participation. None of the groups in the older age brackets show significant deviation from the Corporation average, however.

Those hired since the war constitute about a third of the

MY JOB CONTEST

PARTICIPANTS vs NON-PARTICIPANTS

By PAY TYPE

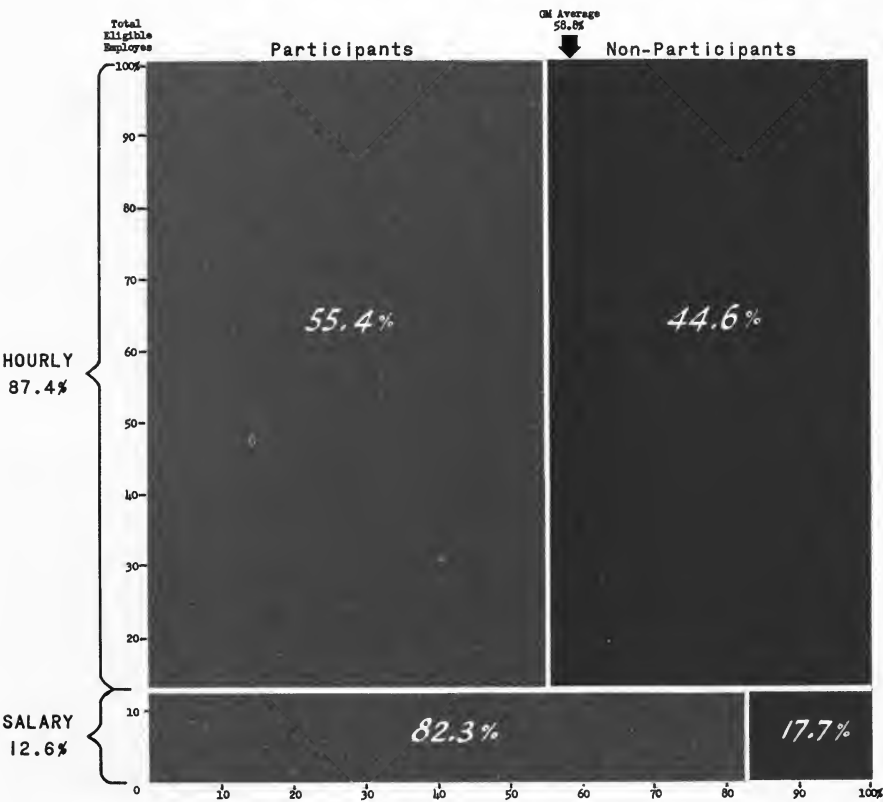


FIG. 7

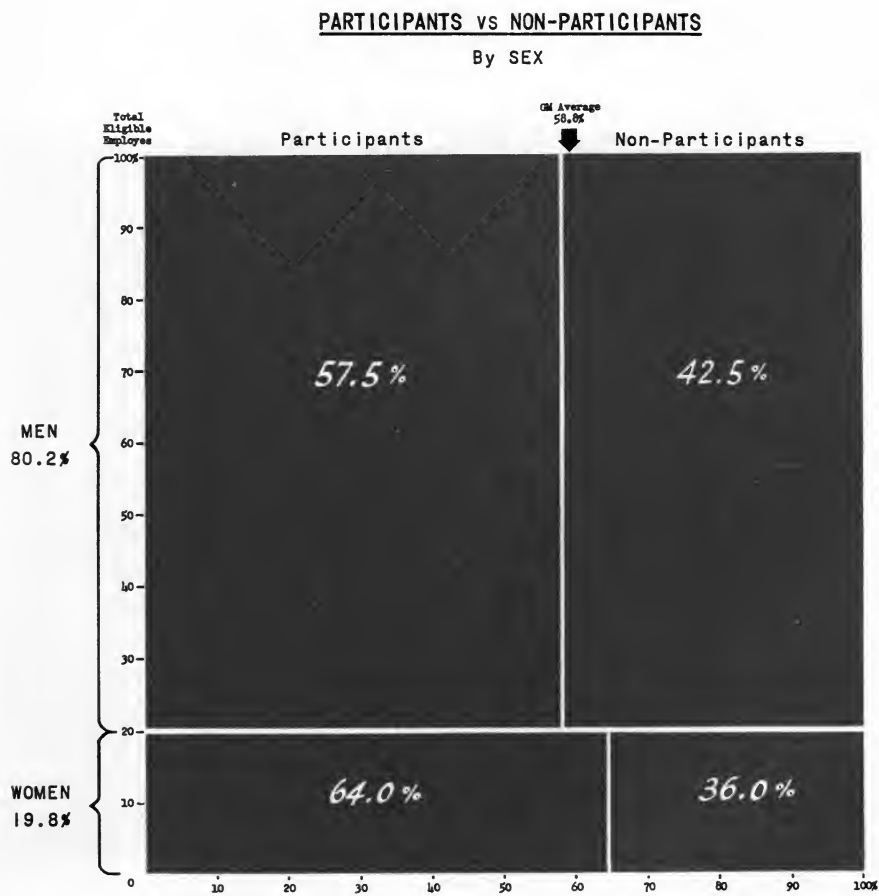


FIG. 8

MY JOB CONTEST

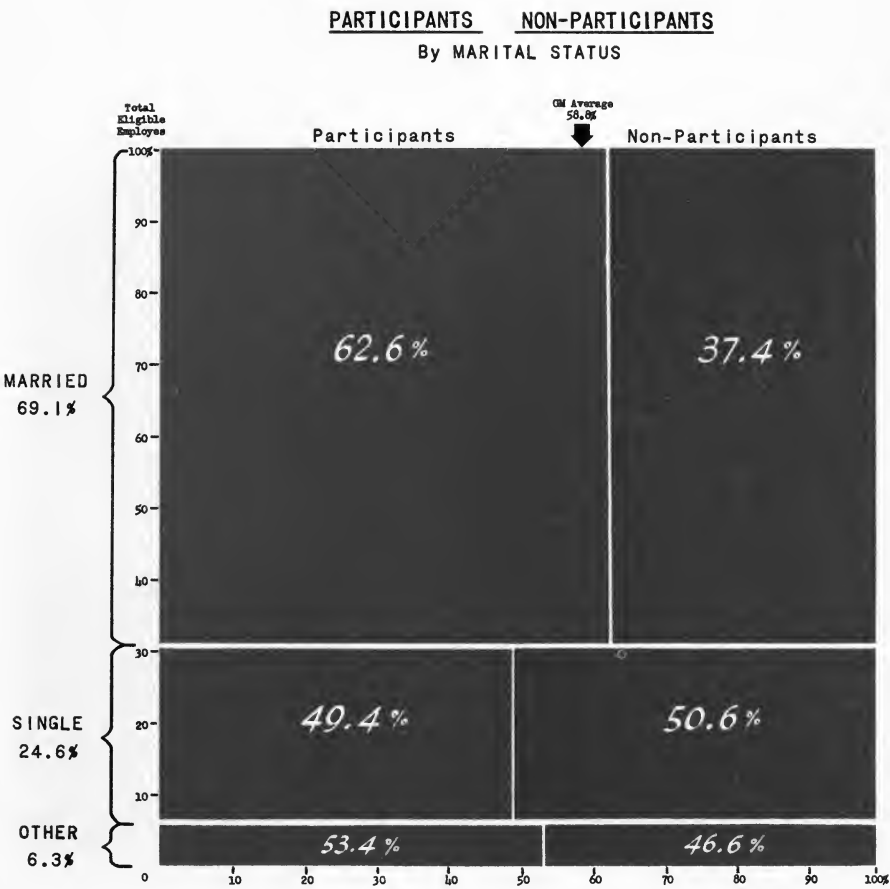


FIG. 9

PARTICIPANTS vs NON-PARTICIPANTS

By AGE

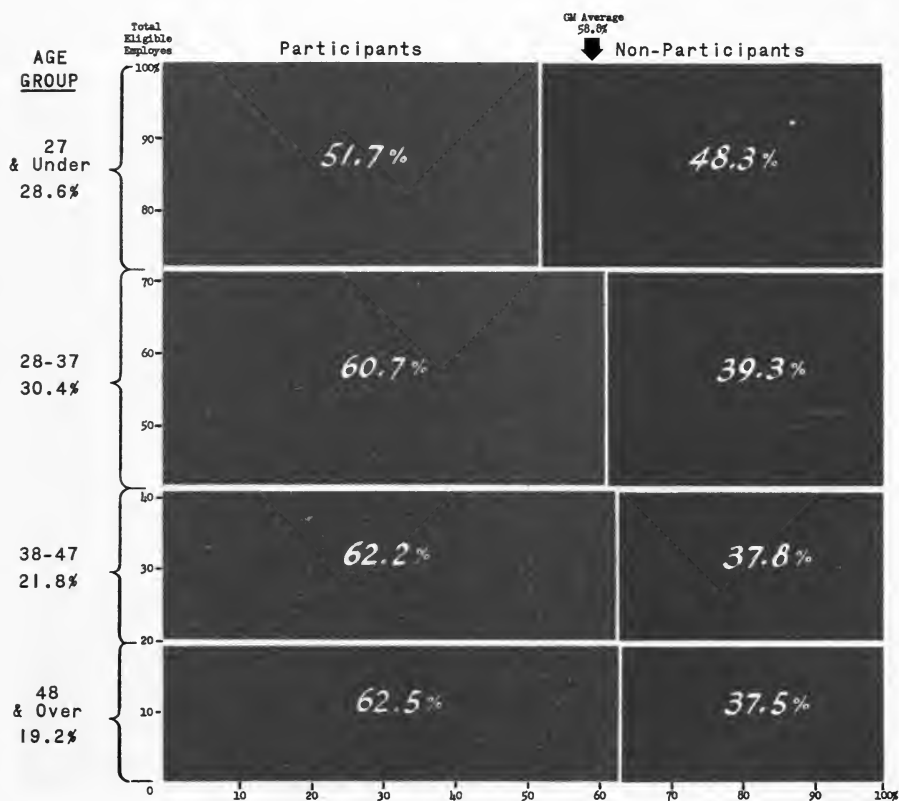


FIG. 10

total eligibles, and tended to participate less than those with longer service dates. It is interesting to note that the five year pre-war group responded better than any other service group. Employees with more than 12 years of service, tended to respond slightly less than might have been expected even though they exceeded the GM average participation (Figure 11).

The foregoing rather extensive comparison of the vital statistics of the participants and non-participants seems to indicate no important differences between the two groups on this basis.

In spite of the similarity of the participants and non-participants on a basis of their vital statistics, it could still be possible that they differed in their thinking. If we accept the hypothesis that per cent of participation by Division was a function of the promotion, then it follows that Divisions with high participation must have secured entries from the classes of individuals who in low percentage Divisions did not participate. If any significant differences, then, exist between participants and non-participants, such differences would be reflected in the relation of frequency of mention of important themes to per cent of participation by the Divisions. Therefore, extensive experimentation was carried on to compare per cent mention of themes with per cent participation. Figures 12, 13, and 14 show these scatter plot distributions for the themes, "supervision," "fair treatment," and "wages," respectively. Inspection of these charts will reveal the lack of correlation between per cent participation and per cent theme mention.

A similar investigation with respect to average number of themes mentioned per entry also showed no correlation with per cent participation.

Although further studies will be made of the participants vs. non-participants in MJC, the foregoing is adequate evidence that MJC material was submitted by representative GM employees.

More information is available about MJC participants and

non-participants than is usually obtained in opinion and attitude surveys. Representativeness of sample is an essential condition to the useful interpretation of written documents. Further means by which knowledge can be gained as to the qualitative differences or similarities between the respondents and the non-respondents of a survey should be explored.

“P.S. COMMENTS”

In planning MJC, it seemed desirable to provide some means by which the entrant could constructively criticize his job. This was important since the contest subject permitted only positive statements, covering his reasons for *liking* his job. Provision for critical comments was planned along the same positive theme established for MJC, with the result that only *constructive* criticisms were requested.

Accordingly, the reverse side of the MJC entry blank carried at the top of the page a large “PS” with explanatory text assuring the entrant that what he said here would not be used by the Judges in evaluating his entry. Figure 15 shows the form used by the entrants to record their “PS Comments.”

Of the 174,854 entrants, 12,589 (or 7.2 per cent) made “PS Comments.” A separate coding manual was devised for the thematic analysis of these comments and they were coded by the same coding readers who coded the MJC entries. A mark-sense IBM card was developed to assist the coding process and is shown in Figure 16.

Careful analysis of the coding after tabulation revealed that five of the original coding categories were not mutually exclusive, with the result that re-coding of the “PS Comments” in these areas was necessary. This was accomplished by hand-sorting the comments into the theme groups that had been established by the original coding and re-reading and re-coding those falling into the five categories. In view of the manner in which the data was to be reported and the ultimate disposition of the material, the changes and new categories were not punched into the thematic cards.

MY JOB CONTEST

PARTICIPANTS vs NON-PARTICIPANTS

By SENIORITY

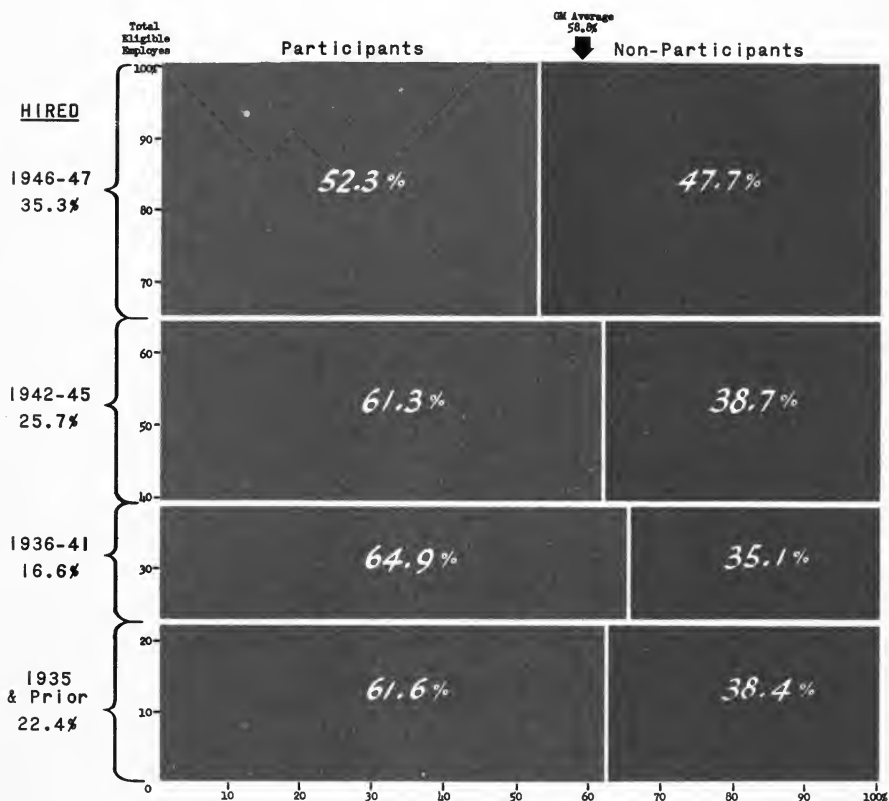


FIG. 11

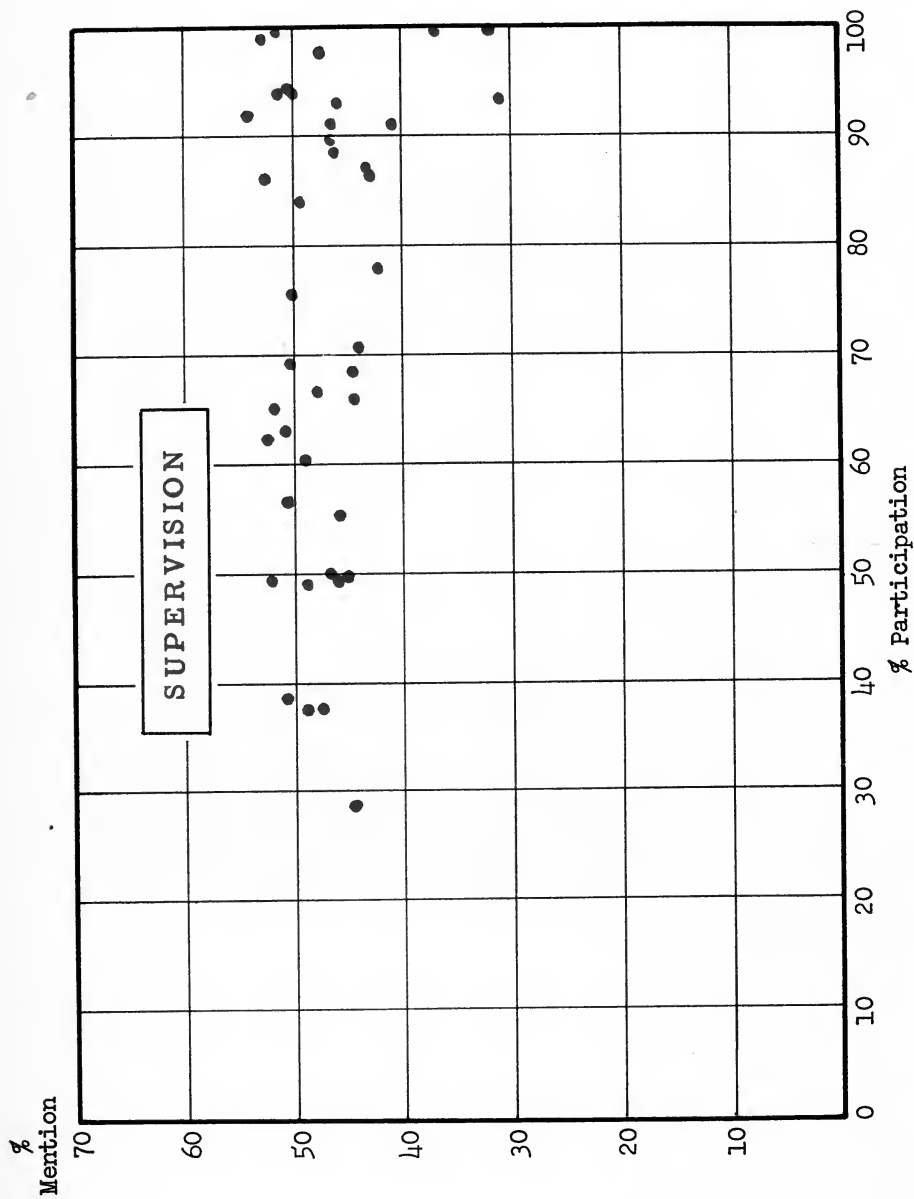


FIG. 12

MY JOB CONTEST

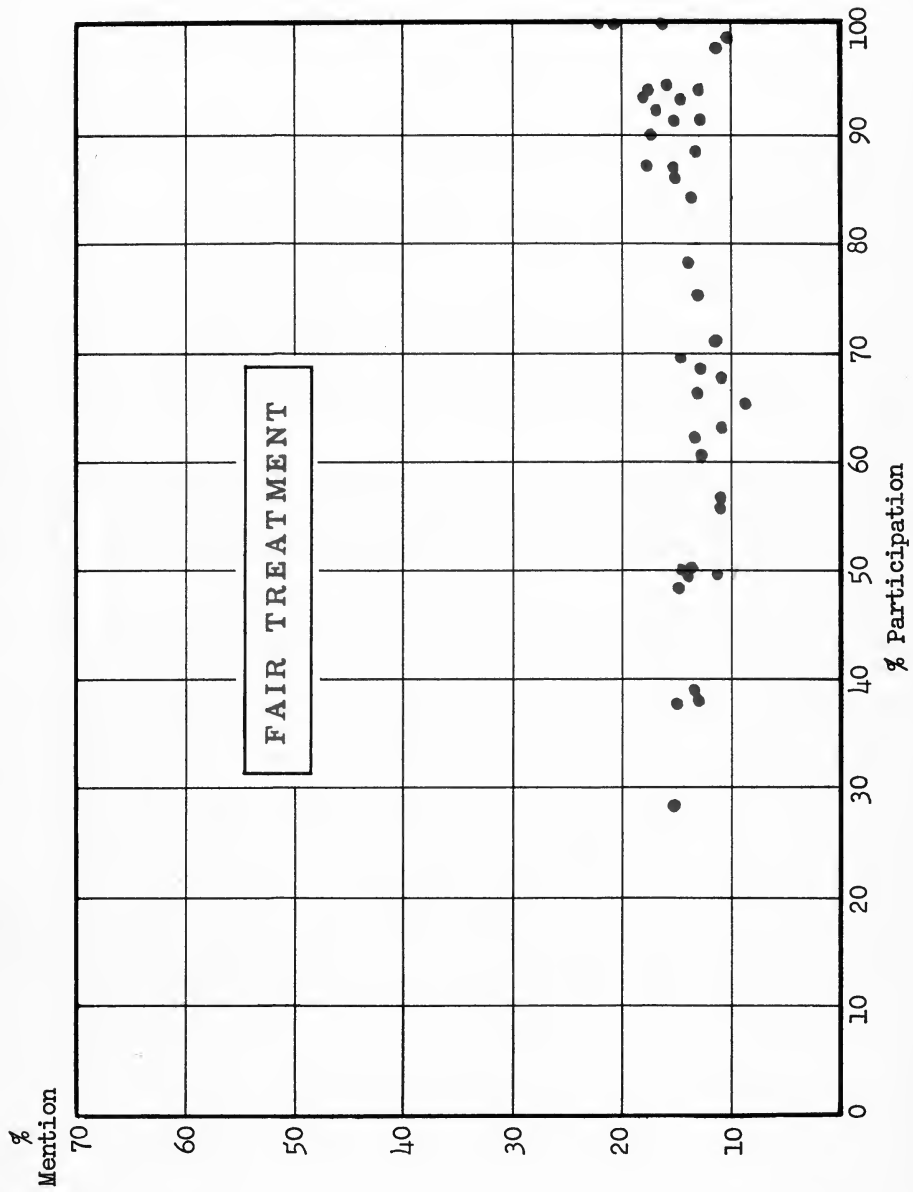


FIG. 13

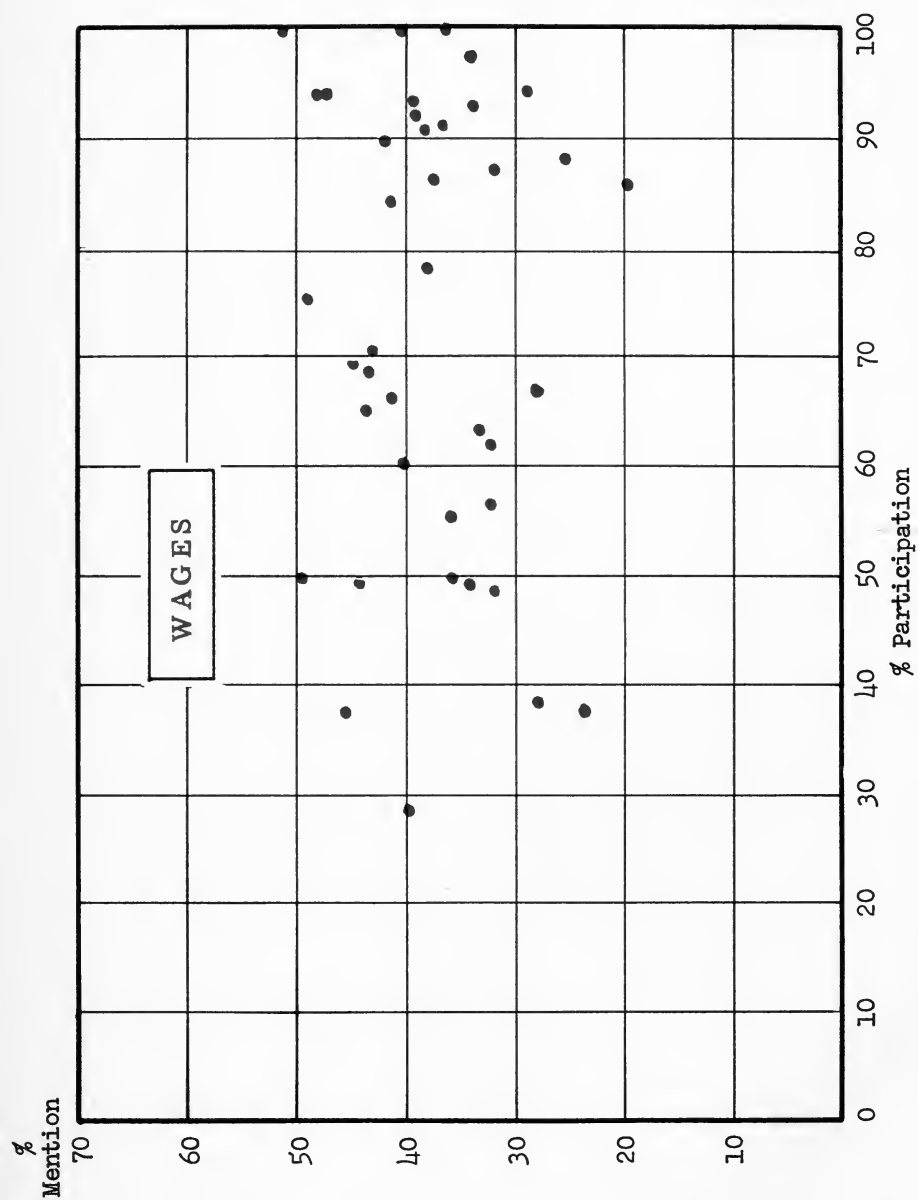


FIG. 14

The new coding structure provided for 28 themes and is described in a coding manual and supplement.⁹ Figure 17 shows the percentage distribution of all "PS Comments" for all Divisions of the Corporation.

It will be noted that 22.8 per cent of the commenters men-

P. S.

(Whether or not you choose to fill out this side of the sheet, or anything you may say here, will have no bearing on the judging of your entry.)

We thought that after you had written about the things you liked about your job, you might also have some constructive thoughts on how that job might be improved. We would appreciate anything you care to tell us along these lines. (IMPORTANT: This should not include anything that could be submitted to your Plant Suggestion System.)

FIGURE 15

12-13																											
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28

FIGURE 16

tioned "methods, tools, and upkeep." Despite the precaution in the instructions that "PS Comments" should not include any ideas appropriate for the Plant Suggestion System, many of the comments actually appeared to be worthy of such con-

⁹ Coding Manual for GM Contest Thematic Analysis No. III. P. S. Comments. Employee Relations Research Section, General Motors Corporation, December 23, 1947. An attached supplement gives instructions for the new codes. A few copies of this manual are in the files of the Employee Research Section and are available on a loan basis to anyone interested.

sideration. Beyond that was the fact that the general flavor of these "PS Comments" gave evidence of serious consideration on the part of the individual employees. Their interest and serious conviction led us to believe that these suggestions and comments should be made available to each local Division so they could review the constructive ideas expressed by their employees. Accordingly, this phase of the analysis work was given a high priority and plans were made to report to the Divisions on their "PS Comment" materials as rapidly as possible.

To illustrate better the kinds of "PS Comments" that were received, a few have been selected for reproduction here. They are coded according to the revised coding structure that was developed.

ENTRY #21—0567 PSC

Subject

Cooperation

I don't want to make the impression that G.M.'s supervision isn't efficient, but I believe closer relationship could be acquired between management and the employees if supervision used more psychology on their workers, because all men don't see and feel alike. What you say to one might seem to him a friendly chat and the same statement might offend another guy.

And too, a man's morale may get low and he becomes discouraged. Maybe his morale was broken at home or elsewhere and he says, "Oh, what's the use". Maybe he'll miss two or three days work which causes a hardship on the company and himself. I think supervision should try to get to the bottom of his troubles in private and advise and try to encourage him, therefore eliminating a large percentage of absenteeism and bringing about a closer feeling between foreman and worker.

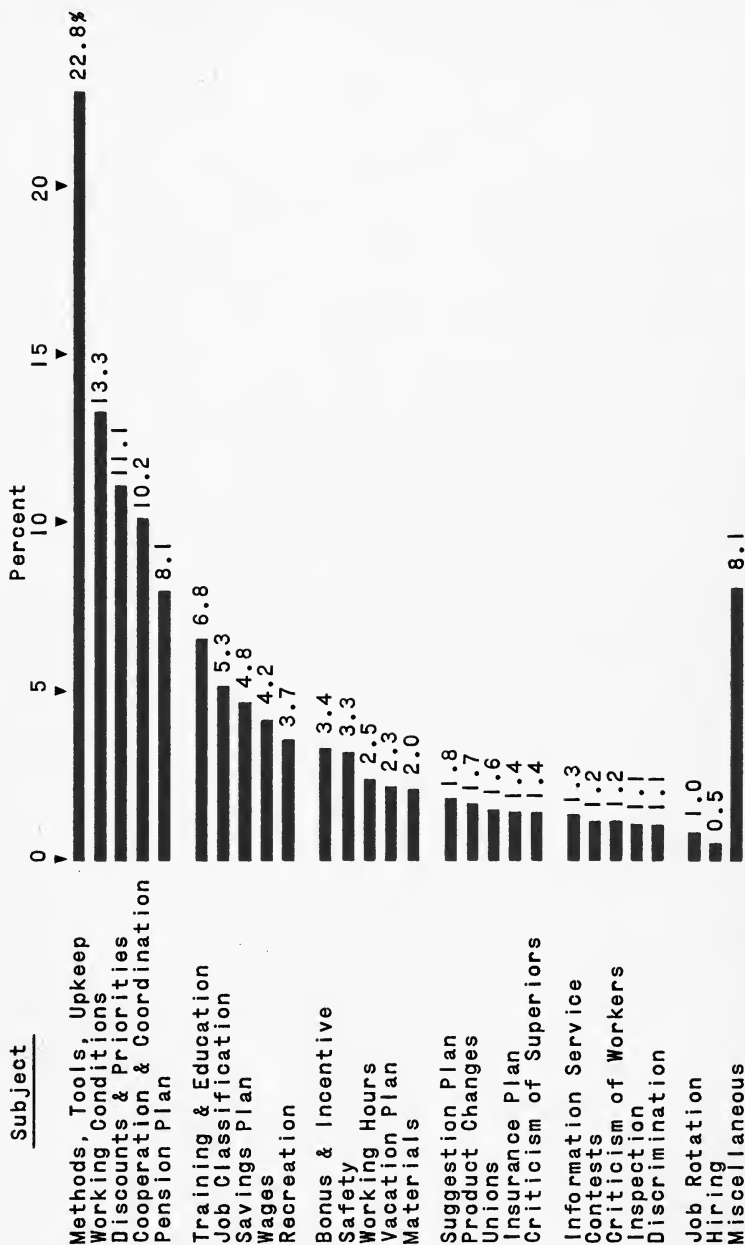
ENTRY #21—1472 PSC

I would like to suggest that our tool room be moved. The floor I work on is full of ma- *Methods*

MY JOB CONTEST

"P.S. COMMENTS"

Percentage of "Commenters" Mentioning Each Subject



chines, but our tool room is way on the other side of the department where there are no machines. In fact, there is no one working there, and it takes most of us ten minutes to get there and come back, some times more. And I mean most of us have to make the trip four or five times a day.

ENTRY #21—2298 PSC

Put posters in the plants depicting G.M.C. *Information Service* history, some of your most modern machines and tools, get us acquainted with some of G.M.C. research work—past, present and future. Make us acquainted with some of your outstanding work in your other plants, like Diesel engines in boats, trains, busses, radios and refrigeration, your overseas plants. Let us “in” on some of the things you are doing, it will make us feel like we are more part of it.

ENTRY #21—0124 PSC

I believe pay should be classified by ability, experience and an honest days work, and not by the job. *Wages*

I am for free competition in Industry and also for the workmen. Why should the man worth \$1.50 divide his pay with the man worth only \$0.50 just to make the pays equal?

The best trained men received their training by changing jobs, therefore seniority should not count unless ability and experience are equal.

There are too many on any job that are just plain slow down artists, leaving the bulk of the work for the honest worker.

When I am no longer capable of holding down my job, I am perfectly willing to step down and give my job to any one more capable.

The reader will note the difficulty in establishing classifications which were exclusive of each other, as the subjects dis-

cussed in the comments were so closely related that in many instances a single comment could be classified as more than one theme. In such cases, the classification was made according to the theme upon which the commenter seemed to have placed the most emphasis.

Photostats were made of each Division's "PS Comments" and given to them. In addition, they were given a summary report, including a brief analysis of these "PS Comments" in outstanding categories. This report¹⁰ was mailed to the Divisions early in April, 1948. A covering letter suggested that local management review these comments carefully for possible Suggestion Plan material. It was further suggested that every employe who contributed a comment, whether or not it was Suggestion Plan material, be interviewed by some management representative so that his comment could be discussed as fully as possible with him. The purpose was to stimulate action on any of the "constructive criticisms" that might give practical solutions to some of the Division's problems.

The Divisional response to this report varied considerably. Most gave thoughtful consideration to their "PS Comment" materials, and made plans for reworking some of the ideas for submission to the Suggestion Plan. Others thought "PS Comment" materials provided a logical opportunity for the commenter's supervisor to sit down with him and go over the idea presented—particularly discussing with the employe the reasons why some ideas were not feasible.

Although the employe response to this section of the MJC entry was proportionally small, it did show that the employes were thinking constructively about their jobs. Evidence that a suggestion system is a sound communications device has been apparent in the increasing participation of employes in the

¹⁰ A standard reporting format was used, supplying specific data for each Division. This report was entitled *P.S.—A Report on the Postscripts from My Job Contest Entries*. Employe Relations Research, General Motors Corporation, April, 1948. Copies of this report have not been widely circulated, but are on file in the offices of the Research Section for those interested.

GM Suggestion Plan. Many of the comments included suggestions that were not practical or feasible. *This emphasizes the fact that, in any plan which seeks constructive criticism from employes, there is a need for some local management representative of the plan to spend some time with the employe in order to satisfy him that his idea has been given a fair hearing by management. The essential element in any communication system is to provide effective two-way flow of communication, thus enabling both parties to feel satisfied that the idea or criticism has been thoroughly explored. Any technique which provides natural opportunities for constructive communication between the supervisor and his employes is one that will strengthen the supervisor's position and improve the attitudes within his work group.*

THE COUNTING BEGINS

After the entries had been coded, initial tabulations were begun to produce frequency distributions of theme incidence, both by GM totals and by individual plant and Division. These distributions were ranked in descending order by per cent mention and the resulting lists of themes were inspected to determine whether or not the order was such that any logical conclusions concerning their significance could be made. For this analysis, all of the 77 themes were utilized. After careful study and analysis of these first distributions, the following conclusions emerged:

1. The pattern of themes, or the descending order of frequency with which they occur, might be accounted for by many and varied influences on the contestants.
2. The most obvious influences were probably the *importance* of the theme to the individual and *satisfaction* of that particular theme on his particular job. Other influences would stem from the promotional materials which were provided for each entrant, and which mentioned many of the themes recurring in our study. General psychological influences could be:
 - a. the individual's desire to win a prize;
 - b. the degree of his inclination to exaggerate in an effort to win a prize;

- c. the fact that certain themes would logically assume foremost attention in the mind of a contestant—such things as his supervisor, his fellow workers, and his wages.

Thus, these and other factors probably influenced the descending order of themes as they appeared in these early tabulations.

A study of the relative influence of any of these factors might produce some extremely valuable insights into employee thinking and employee attitudes; however, it appeared necessary to formulate an hypothesis at this stage, in order to produce reports that would be meaningful and useful to the Divisions of General Motors.

Although there could be worthwhile speculation as to the relative significance of themes that were mentioned frequently by all of the entrants across GM, it was virtually impossible to relate these high mention themes to local conditions. Yet, if a report was to be helpful to local management, it must reflect accurately the things that were *actually* most important to the employees within that Division. By the nature of GM's decentralized operating policies, employee relations practices are administered in line with local conditions. Employee reaction to broadly conceived GM employee relations policies will reflect the extent to which local management has interpreted and carried out its employee relations responsibilities.

If a Division has some difficult problems in certain employee relations areas, obviously the employees would not be inclined to mention such areas as reasons for liking their jobs. The sincerity of their entries would be directly affected by efforts to describe with conviction conditions that did not exist. If the reports were to be helpful to local management, they should reflect the employees' reactions to less favorable conditions, as well as those that were being handled in an outstanding manner. This would require a subtle interpretation of the quantitative data. It did point, however, to the probable fact that only a careful study of each Division's distribution of themes could reveal the really significant factors.

With these thoughts in mind, a working hypothesis was phrased, as follows:

Any outstanding differences that exist between the distribution of themes within any Division and the distribution of themes within GM as a whole, must be due to something within that Division. This would follow, irrespective of any external influences that were uniform for all Divisions. Such external influences would be apparent in the general patterning of themes purely on the basis of number of mentions.

The first step in the analysis of the thematic distributions was to make per cent mention comparisons between each Division's distribution and the total of all Divisions' distributions. The simplest comparison—that of ranking in order of per cent mention—did not differentiate enough to be useful. The second comparison—the difference of per cent mention a theme received in a Division, against the per cent mention for all Divisions—also proved inconclusive.

The reasons these per cent comparisons fell short were that such simple arithmetic measures were incapable of properly weighting—simultaneously—all of the basic qualities needed to compare adequately the two distributions, such as:

1. the per cent of entrants mentioning a theme;
2. the per cent of total mentions which any theme received;
3. difference in the significance for the same per cent mention at high and low theme incidence levels and
4. difference in significance for same per cent mention by Division samples of widely varying size.

Further analysis of the percentage distributions suggested that not all of the 77 themes were sufficiently sensitive to be useful in reporting our results. Consequently, 19 of the themes were either discarded, or were combined with other themes to make a list of 58 themes on which to report. For example, in the original theme list, provision had been made to code mention of "non-discrimination" in the following eight areas:¹¹

¹¹ Detailed explanations of each of these thematic codes appears in the *Coding Manual*; see Appendix C.

- | | |
|--------------|----------------------|
| 1. General | 5. Age |
| 2. Race | 6. Physical Handicap |
| 3. Religious | 7. Union |
| 4. Sex | 8. Veterans |

Evidence from tabulations on these eight categories pointed to a close relationship with the "non-discrimination against veterans" theme, with relatively low incidence of the other themes in the non-discrimination area. Consequently, in editing the usefulness of the themes, it was agreed that all eight themes could be combined into a single theme—"non-discrimination"—eliminating multiple mentions and counting as a single mention one or more punches of the eight items.

Five items had been introduced experimentally into the coding structure to reflect any comments the entrants may have made about the Union. These items came through with a less than one per cent mention, thus establishing the point clearly that a management sponsored survey should not be expected to elicit comments about the Union, especially in the light of the free-response conditions under which the entrant was operating. In the final tabulations, these five themes were discarded.

A general "recreation" theme was established to supplant three previous themes that checked specific areas. Since none of the three areas came through with significant, discriminating incidence, they were combined on the same basis as the non-discrimination theme.

In the original tabulation, "parties" and "picnics" were treated as separate themes, but since they appeared to be stronger in combination they were coded as "parties and picnics" in the abbreviated thematic list.

The remaining four of the 19 deleted themes dealt with one where the entrant discussed relatives who were employed by GM and another where the entrant stated that either a child of his was working for GM or that he would like to have his children work for GM. A theme had also been provided for general working conditions, but it was found that in practically

every instance, specific working conditions were mentioned by the entrants. Consequently, there was no need for a "general" code. The coding instructions had stated very specifically that this "general" theme was not to be used except where no *specific* mention was made, but rather the reference was *general* with respect to working conditions. Another theme that did not come through had to do with "contests"—although there was some mention of the contests that GM regularly sponsors, the incidence was so low the code was eliminated. Since the incidence was quite low on these items, it was decided that they would not be meaningful enough to warrant reporting to the Divisions.

Prior to establishing the abbreviated list of 58 themes, efforts were made to reduce the themes into clusters in an even more abbreviated list. This resulted in an *a priori* grouping whereby 18 major themes were derived from 69 of the original themes. A retabulation of all entrants according to the 18 themes was made. However, careful study of the 18 theme pattern revealed that the groupings were not sufficiently sensitive to reflect any significant differences existing at a Divisional level.

Table 1 compares the original tabulation according to 69 themes and their combination into the 18 broader categories.

The distribution of the 58 themes on a per cent basis in column one of Table 2 shows the ranking of themes for the Corporation total. It is interesting in one respect, in that it places "Supervision" and "Associates" above "Wages" as reasons for liking the job. These, however, are obvious factors that would logically come to mind when the entrant was thinking about his job.

To illustrate the difficulties surrounding the use of per cent distributions at a Division level, Table 2 shows the distribution of themes for Division #48 by per cent mention in column two and difference in per cent from all Divisions in column three. Column four is the figure in column three taken as a per cent of the figure in column one, i.e., the per cent that the difference for the divisions is of the mentions for all Divisions.

TABLE 1

How 69 THEMES Were Regrouped into 18 for Total General Motors

REGROUPED THEMES	% MENTION	ORIGINAL THEMES	% MENTION
1. The <i>income</i> I get and the things it provides for my family and me.	52.2	Wages and Salary Benefits Derived from Wages and Salary	40.7 24.0
2. The satisfaction and pleasure I get from doing an <i>interesting and important job</i> .	50.8	Important Job Job Description Suitable Placement Attitude Toward Work Comparison with Other Jobs	15.1 9.4 5.4 33.7 5.6
3. The <i>pride</i> I get from being a part of such a <i>company</i> .	49.4	Pride in the Company Pride in Product Pride in Building a Good Product Pride in Community Relations Pride in America Have Relatives in GM	32.2 25.4 0.7 3.4 7.4 1.6
4. The cooperation and team spirit of my <i>fellow workers</i> .	48.9	Teamwork, Cooperation Fellow Workers	18.7 36.9
5. The ability and consideration of my <i>immediate boss</i> .	47.9	Supervision (boss, foreman)	47.9
6. The fair treatment and policies of the <i>management</i> .	47.5	Management Employee-Employer Relations Fair Treatment Personnel Policies Personnel Department Non-Discrimination—General Non-Discrimination—Race, Nationality Non-Discrimination—Religion or Creed Non-Discrimination—Sex Non-Discrimination—Age Non-Discrimination—Physical Handicap Veterans	31.3 4.6 14.0 6.0 3.6 0.5 1.3 1.0 0.2 0.6 0.8 8.4
7. The good tools, equipment, and <i>working conditions</i> provided me on this job.	47.3	Working Hours Tools, Equipment, and Methods Modern Plant or Office Air and Temperature Lighting	8.5 16.5 3.4 7.1 5.9

TABLE 1—Continued

REGROUPED THEMES	% MENTION	ORIGINAL THEMES	% MENTION
7.—Continued		Cleanliness	15.6
		Lockers and Showers	3.2
		Wash Rooms	5.7
		Comparison with Other Companies	7.9
		Good Working Conditions	1.4
		Cafeteria	10.1
		Parking Facilities	3.2
		Plant Location and Transportation	6.0
8. The feeling of <i>Security</i> I get from working for a stable company.	35.6	Security	21.6
		Stability of Company	22.9
9. The <i>chance to get ahead</i> and the training and education provided to help me.	35.2	Training, Education, Experience	21.7
		Opportunity for Advancement	21.7
10. The <i>benefit plans</i> provided, such as Hospitalization, Insurance, and Bond Savings.	34.2	Insurance Plans	23.5
		Hospitalization Plans	14.1
		Savings Plan	8.5
		Pension Plans	2.5
		Leaves of Absence	1.1
11. The emphasis on <i>safety</i> and the <i>medical facilities</i> available to me.	32.7	Safety	22.5
		In-Plant Medical Facilities	20.0
12. The paid <i>holidays</i> and <i>vacation</i> I get each year	16.6	Paid Holidays	3.0
		Vacation with Pay	16.1
13. The social, cultural, and <i>recreational facilities</i> provided for me.	15.9	Recreation—General	4.4
		Sports	4.0
		Hobby Clubs	1.0
		Open Houses	0.3
		Christmas Parties and others	1.0
		Picnics	1.3
		Contests	5.4
		Employee Publications	2.6
14. <i>Personal achievement</i> growing out of my years of service with the company.	14.2	Years of Service	6.9
		Personal History	6.6
		Success Theme	1.8
15. The <i>steady work</i> my job has provided.	11.1	Steady Work	11.1

TABLE 1—*Concluded*

REGROUPED THEMES	% MENTION	ORIGINAL THEMES	% MENTION
16. The opportunity which the <i>Suggestion Plan</i> gives me to capitalize on my ideas for improvement of methods, safety, etc.	10.1	Suggestion Plan	10.1
17. The opportunity to enjoy the benefits of the <i>Free Enterprise</i> system.	7.9	Free Enterprise	7.9
18. Recognition given <i>Seniority</i> .	2.4	Seniority	2.4

When the rank orders of these various methods for reflecting the differences between the distributions were studied, it became apparent even more clearly that the patterns emerging did not reflect significant agreement with those few local conditions on which we had factual information. The rank orders obtained by these various methods are shown in columns four and five in Table 3.

Since the survey hypothesis stated that significant differences would exist because of factors operative within the local Division, these data were carefully studied. There appeared to be little agreement between any of the distributions we studied and actual local conditions. All that was reflected in the Division rank orders of themes was the influence of gross mention as it appeared in the rank order of theme mention for the total Corporation.

Considerable other pilot work was done. Some of it was tangential in nature and had to be abandoned temporarily because it was not making a contribution to our immediate objectives. Most of this pilot work, however, did contribute to the overall progress in developing the reporting procedures. Some of the pilot studies are being pursued in greater detail and will be discussed in subsequent articles.

After careful deliberation about our problems, Mr. Charles Kuhlemeier, of General Motors' Salaried Personnel Section,

TABLE 2

Percentage Distribution of 58 Themes in All Divisions and in Division #48¹²

THEME NAME	ALL DIVISIONS MENTION (% OF TOTAL ENTRIES)	DIVISION % MENTION	% DIFFERENCE FROM ALL DIVISIONS	% DIFFERENCE OF THE DIFFERENCE
Supervision.....	47.9	44.9	-3.0	-6.3
Associates.....	41.2	39.7	-1.5	-3.6
Wages.....	40.9	35.6	-5.3	-12.9
Work Type.....	33.7	35.3	1.6	4.7
Pride in Company.....	32.2	34.7	2.5	7.8
Management.....	31.3	27.7	-3.6	-11.5
Training, Education, Experience.....	28.7	26.9	5.4	25.1
Opportunity for Advancement.....	25.6	25.8	4.4	20.6
Insurance.....	23.7	25.5	-3.2	-11.1
Security.....	22.8	24.3	2.8	13.0
Pride in Product.....	22.8	22.6	-3.0	-11.7
Pride in Stability of Company.....	21.5	21.8	-1.0	-4.4
Benefits from Wages.....	21.5	20.9	-2.8	-11.8
Teamwork.....	21.4	19.4	0.8	4.3
Pride in Important Job.....	20.2	17.9	2.8	18.5
Safety.....	18.6	15.8	-7.0	-30.7
Tools, Methods, Equipment.....	16.6	14.7	-1.9	-11.4
Steady Work.....	16.3	14.7	3.6	32.4
Fair Treatment.....	15.7	14.5	0.5	3.6
Paid Vacation.....	15.1	14.3	-2.0	-12.3
Non-Discrimination.....	14.3	13.3	1.8	15.7
Recreation.....	14.0	11.6	2.7	30.3
Medical Facilities.....	11.5	11.2	-9.0	-44.6
Cleanliness.....	11.1	10.3	-5.4	-34.4
Suggestion Plan.....	10.5	10.3	0.2	2.0
Job Description.....	10.1	10.2	0.8	8.5
Comparison—Other Companies.....	9.4	9.9	2.0	25.3
Hospitalization Plan.....	8.9	9.6	-4.7	-32.9
Company and America.....	8.7	8.1	0.6	8.0
Working Hours.....	8.5	7.9	-0.6	-7.1
Free Enterprise.....	8.0	7.3	-0.7	-8.8
Savings Plan.....	7.9	6.8	-1.9	-21.8
Comparison—Other Jobs.....	7.5	6.5	1.1	20.4
Personal History.....	7.2	6.3	-0.3	-4.5
Pride in Years of Service.....	7.1	5.7	-1.4	-19.7
Parties and Picnics.....	6.6	5.7	3.9	21.7
Suitable Placement.....	6.2	5.6	0.2	3.7

¹² The data in column 1 of Table 2 will not tally with the data for the same themes in the right-hand column of Table 1, since Table 1 presents data on the cards unmatched to the vital statistics. This matching-out process resulted in the loss of 13,153 cases (see p. 33). A further discrepancy results from the fact that Table 1 treats 69 themes, whereas Table 2 shows the recombination of all 77 themes into the finally determined 58 themes (see p. 43 ff).

TABLE 2—*Continued*

THEME NAME	ALL DIVISIONS MENTION (% OF TOTAL ENTRIES)	DIVISION % MENTION	% DIFFERENCE FROM ALL DIVISIONS	% DIFFERENCE OF THE DIFFERENCE
Air and Temperature	6.0	5.6	-1.6	-22.2
Cafeteria.....	5.9	5.2	-5.3	-50.5
Employee Relations	5.8	5.0	0.4	8.7
Personnel Policies	5.4	4.7	-1.3	-21.7
Lighting	5.4	4.6	-1.6	-25.8
Pension Plans	4.6	4.1	1.6	64.0
Modern Plant	3.5	3.4	0.0	0.0
Plant Location & Transportation	3.5	3.1	-2.8	-47.5
Personnel Department	3.4	3.0	-0.5	-14.3
Washrooms.....	3.2	2.6	-3.2	-55.2
Information Services	3.2	2.5	-0.1	-3.8
Success Theme	3.1	2.4	0.6	33.3
Pride in Community Relations	2.6	2.0	-1.5	-42.9
Paid Holidays	2.5	1.9	-1.2	-38.7
Parking Facilities	2.4	1.7	-1.5	-46.9
Leaves of Absence.....	1.8	1.7	0.6	54.5
Pride in Building Good Product	1.8	1.7	0.9	11.3
Seniority	1.3	1.6	-0.8	-33.3
Locker Rooms.....	1.1	0.9	-2.3	-71.9
Rest Periods	0.8	0.4	-0.9	-69.2
Open House	0.3	0.04	-0.3	-86.7

suggested that the chi-square test of goodness of fit between two distributions of data would lend itself to the MJC analysis needs. The chi-square test cumulates the deviations between two distributions and produces a single index figure which gives the total amount of deviation between the two distributions. Mr. Kuhlemeier's variation of the chi-square test suggested that the cumulated deviation at each of the 58 points in our distribution of MJC themes could be used as an index of significant deviation, or difference, for that particular point. With this approach, those points where the deviation was significant could be immediately isolated by their magnitude from the total distribution. By considering the deviation at each point, the themes could be ranked in descending order of significant difference value. Although the chi-square method does not provide for carrying the sign of the deviation, our variation carried the sign. Thus it was possible to determine

TABLE 3
Division #48 Rank Order of Themes

THEME NAME	DIVISION % MENTION	ALL DIVISIONS % MENTION	RANK ORDER OF % DIFFERENCE FROM ALL DIVISIONS	RANK ORDER OF % DIFFERENCE OF THE DIFFERENCE
Supervision	1	1	34	29
Associates	2	2	44	25
Wages	3	3	28	38
Work Type	4	4	11	19
Pride in Company	5	5	8	18
Management	6	6	31	34
Training, Education, Experience	7	13	1	9
Opportunity for Advancement	8	14	2	10
Insurance	9	7	32	32
Security	10	12	5	14
Pride in Product	11	8	35	35
Pride in Stability of Company	12	10	50	27
Benefits from Wages	13	9	36	36
Teamwork	14	16	15	20
Pride in Important Job	15	20	6	12
Safety	16	11	26	45
Tools, Methods, Equipment	17	17	40	33
Steady Work	18	24	4	6
Fair Treatment	19	22	20	22
Paid Vacation	20	18	39	37
Non-Discrimination	21	23	10	13
Recreation	22	28	7	7
Medical Facilities	23	15	25	51
Cleanliness	24	19	27	43
Suggestion Plan	25	26	22	23
Job Description	26	27	16	16
Comparison—Other Companies	27	32	9	8
Hospitalization Plan	28	21	30	46
Company and America	29	33	17	17
Working Hours	30	30	54	30
Free Enterprise	31	31	53	31
Savings Plan	32	29	41	42
Comparison—Other Jobs	33	41	13	11
Personal History	34	36	56	28
Pride in Years of Service	35	35	47	40
Parties and Picnics	36	54	3	1
Suitable Placement	37	42	23	21
Air and Temperature	38	34	42	43
Cafeteria	39	25	29	54
Employe Relations	40	43	21	15
Personnel Policies	41	38	48	41
Lighting	42	37	43	44
Pension Plans	43	51	12	3

TABLE 3—*Continued*

THEME NAME	DIVISION % MENTION	ALL DIVISIONS % MENTION	RANK ORDER OF % DIFFERENCE FROM ALL DIVISIONS	RANK ORDER OF % DIFFERENCE OF THE DIFFERENCE
Modern Plant	44	46	24	24
Plant Location & Transportation	45	39	37	53
Personnel Department	46	44	55	39
Washrooms	47	40	33	55
Information Services	48	50	58	26
Success Theme	49	53	18	5
Pride in Community Relations	50	45	45	50
Paid Holidays	51	49	49	49
Parking Facilities	52	48	46	52
Leaves of Absence	53	56	19	4
Pride in Building Good Product	54	57	14	2
Seniority	55	52	52	47
Locker Rooms	56	47	38	57
Rest Periods	57	55	51	56
Open House	58	58	57	58

whether the particular deviation at any given point was above or below the number of the theme mentions that had been predicted on the basis of all other Divisions' distribution.

This variation of the chi-square method was discussed in detail with a number of statisticians, none of whom could find any serious objection to its application to our MJC analysis problem.

Facing the realization that the Divisions might raise questions concerning the derivation of this reporting technique, it was decided not to speak of this reporting method as a variation of the chi-square test, but to call it an "index of significant differences" and use bar charts to report "more" and "less" mention in the specific Division than in all other Divisions. In addition, a bulletin was prepared for circulation among interested Division managements that explained the derivation of the technique and the rationale for using it in this particular situation.¹³

¹³ *Explanation of the Formula Used to Explain Indices of Significant Difference.* Bulletin #1, July 2, 1948, Employee Research Section, General Motors Corporation, Detroit. See Appendix D3 ff.

After computing the indices of significant difference for each of the 47 operating Divisions of GM, the themes for each Division were ranked in descending order. Similar lists were made ranking the Divisions in descending order on each theme. This offered an opportunity to make some tests as to the validity of differences denoted by this method.

The first tests were made on objectively verifiable themes, such as "safety," "medical facilities," "suggestion plan," "information services," and "cafeteria services." The rank order of the Divisions on "medical facilities" was first submitted to Dr. C. D. Selby, Medical Consultant for General Motors, with a query as to how he felt this ranking tallied with the comparative position of the Divisions on medical facilities. After studying the ranking, he stated that he believed it would be difficult to produce a better or more accurate ranking of Division performance on "medical facilities." Figure 18 shows the ranking of the Divisions on "medical facilities." The names of the Divisions have been deleted and code numbers substituted.

Tests were likewise made with Staff personnel who coordinated other services throughout the Divisions. They were amazed at the correspondence between the MJC ranking of the Divisions and their knowledge of the Divisions' performance on the particular service. Where discrepancies existed, a reasonable explanation could be found for the differences between the objective facts and the MJC research findings. The important verification demonstrated by the logical agreement between objective facts and the MJC research findings was that the employees' viewpoints reflected accurately the degree to which employe relations practices were effective within a Division. If, through poor communication, management had failed to tell a story about some of its constructive actions, the employees did not talk about them. On the other hand, there were a few instances of over-selling on the part of the local Division that caused the employees to mention a theme more than actual conditions warranted. It was in cases like these—

of both underselling and overselling—that the MJC ranking of the Divisions on an objectively verifiable theme did not check with the facts.

For the second test, we discussed with four Divisions their descending rank order of themes. An attempt was made to elicit from them reactions to their indices on the various themes. Figure 19 shows the bar chart report for Division #57 (showing extreme indices on 36 themes only) annotated with observations.

The fact that the results on verifiable themes validly reflected the conditions as they actually existed gave evidence that the technique was sensitive to true differences between the Divisions as viewed by the employees. Thus, it was possible to overcome the bias which initially had appeared inherent in MJC. Although the employee could discuss only the *positive* factors about his job, his *lack of mention* of certain factors was of significance in relation to his job and his Division. If a particular activity or function was not being carried out, or if facilities were adequate and the local management was not communicating effectively with its employees, they did not select those themes as things to talk about. Although the individual entry did not give evidence of the shortcomings of a particular Division as a good place to work, the cumulation of all the entries pointed rather clearly to things that were not talked about as much as would have been expected in terms of distributions across General Motors.

Thus, MJC becomes a potent tool to uncover areas where Divisions are doing an outstanding job in employee relations, and also to point up rather sharply those areas in which they are not performing in accordance with the other Divisions of General Motors.

THE REPORTS ARE PREPARED

As a result of the tests of validity of the index of significant differences, efforts were then directed toward preparing a reporting format to go to the Divisions. First of all, it was

INDICES OF SIGNIFICANT DIFFERENCE

Medical Facilities - 20.2% Mention

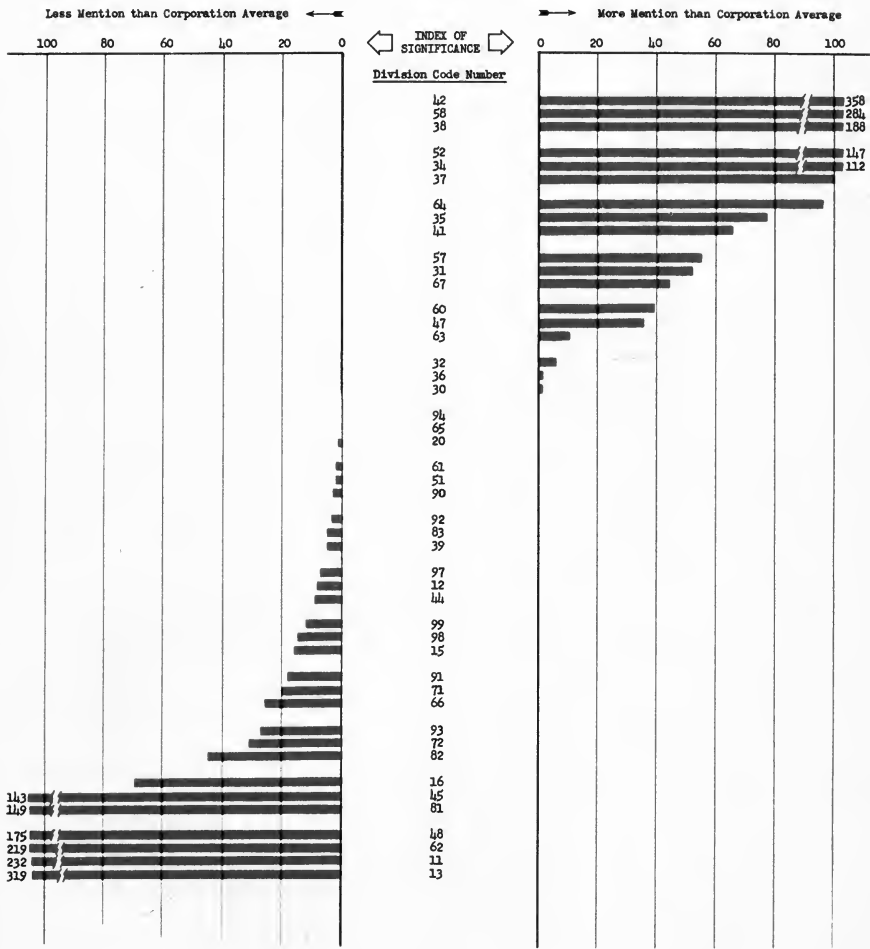
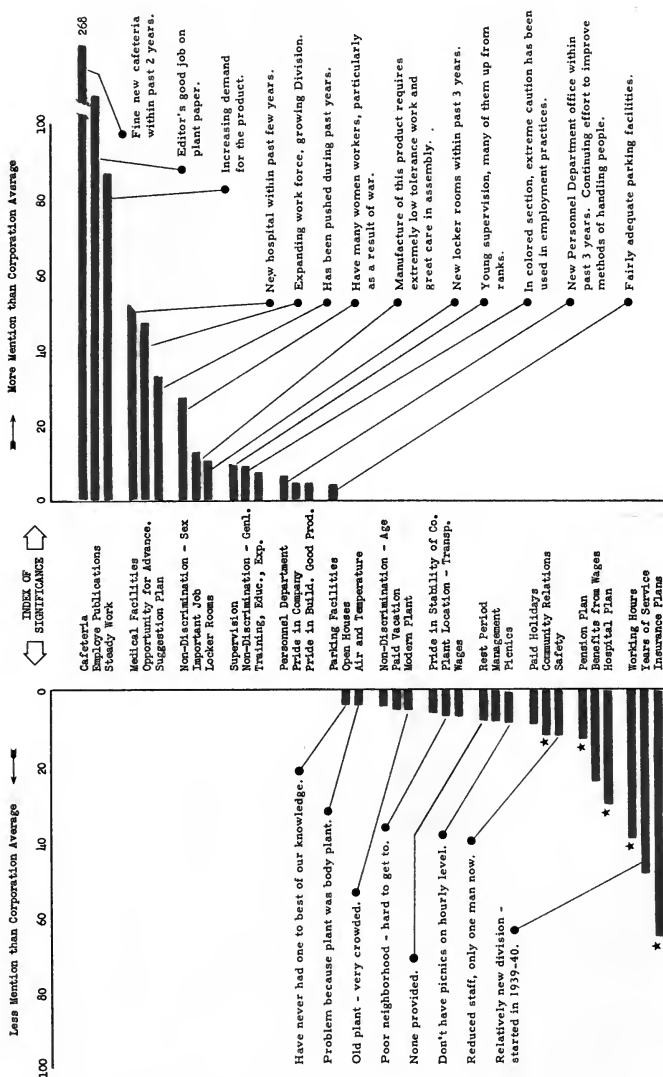


FIG. 18

ANALYSIS OF M.J.C. ENTRIES for Division #57 by Significant Themes



* Some themes show a high or low Significant Difference because of the extra emphasis being placed on certain other themes.

FIG. 19

MY JOB CONTEST

INDICES OF SIGNIFICANT DIFFERENCE

Division No. 48

(MJC participation - 49.8%)

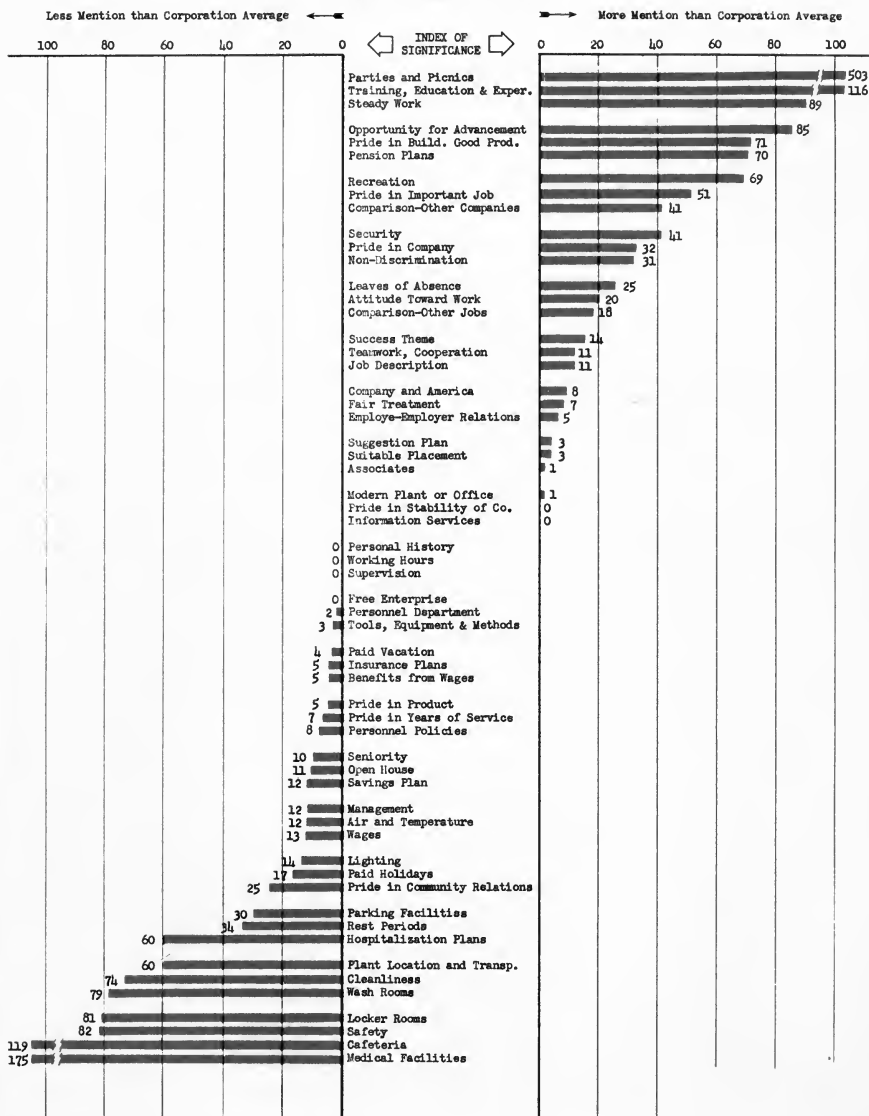


FIG. 20

DIVISION

"Y"

ANALYSIS OF MJC THEMES FROM

Themes	Index of Significance	Attributable To	Action Taken or Contemplated
Paid Holidays	2	Can't say.	
Parking Facilities	-8	In view of the fact that there is good public transportation to the plant, parking facilities are perhaps not so important in our division as they are at most other places. A vacant lot has been made available to employees for car parking, but it is not widely used because of the unevenness of the ground, which makes for difficult driving and poor walking to the plant entrance.	Plans have been laid to level off the parking area and provide a cinder walk to the building. This work will be done during the second week in June.
Safety	-13	Although our safety record is only slightly below average for the Corporation, we have for some time been understaffed so far as safety inspectors are concerned. The fact that practically all our equipment is well guarded is, of course, helped keep accidents down.	Additional safety inspectors were employed in January of this year, and a new goggle program has reduced the frequency of eye accidents 50%. Periodic physical examinations are to be inaugurated for all employees in hazardous occupations, starting August 1.
Seniority	-23	Employees in this division seem more interested in rewards for personal effort and accomplishment than in recognition for seniority. The fact that many of them are recent high school graduates, and are ambitious, is undoubtedly a factor.	We will continue to adhere to the policy that where ability, performance, and other factors are equal, recognition will be given to seniority in the matter of lay-offs or promotions.
Pride in Product	-20	The fact that most of our operations involve a small part which employees seldom see in the final assembled product, makes it somewhat more difficult to develop pride in product.	Plans are underway to prepare a four-page summary of our operations to be inserted in the copies of the Employee Annual Report which are distributed locally next year. In this way, we hope to be able to convey the story of our operations and how they relate to those of the Corporation. Through displays and stories in our plant paper, we hope to impress all our employees that they should take pride in the quality of the product which we build.

necessary to send supplemental instructions to accompany the bar chart report of the rank order of significant differences on theme mention within the Division. Care was exercised to review the nature of the material and the present objectives for its use. This was particularly necessary in view of the fact that several months had elapsed since any materials had been given to the Divisions that would recall MJC. Of course, members of the Research Section had been making contacts with individual Divisions in an effort to check the various stages of the analysis operation against actual conditions in the Divisions. Only a handful of the Divisions had been so contacted during the interim period since the "PS Comments" were mailed out in April, 1948, and the mailing time for the reports was in August, 1948.

Specific instructions as to "what the report was and what the report was not" were carefully spelled out.¹⁴ Bound into the instruction report was the bar chart, an example of which is illustrated by the report on Division #48 in Figure 20.

To assist in the rapid distribution and use of the reports, copies were sent to both the Divisional General Manager and the Personnel Director. Included were blank analysis sheets, in the event that the local management wished to audit their report, analyzing the reasons for their standing on themes and indicating any intended action on specific themes. Figure 21 shows a sample page from a suggested analysis report by a hypothetical Division, with what we considered to be a useful approach to the analysis process.

Because these reports would presumably give additional evidence for the validation of MJC, and also would offer materials for comparing employe relations activities across General Motors, it was suggested that each Division return a copy of their analysis report when it was completed.

At this point, the first major phase of the research analysis

¹⁴ Sample sets of this instructional report have been prepared. The chart report is blank, but Figure 20 illustrates a typical reporting chart. These instructions are reproduced in Appendix D, page D7 ff.

was completed. Reports on the things their people had stressed as reasons for liking their jobs had been placed in the hands of each Division management. Those things their employes had not talked about seemed to offer some evidence of aspects of their employe relations responsibilities that needed local self-examination. For the first time in the history of General Motors, it was possible to collect comparable data on our multiplant operations and elicit a Division's evaluation of its relative standing in the various employe relations programs.

It was felt that the opportunity to study carefully reports made by the Divisions would offer valuable insights into their employe relations problems.

Part III. Translating the Results into Action

GM DIVISIONS ANALYZE THEIR EMPLOYEE RELATIONS REPORTS

The degree of receptivity of MJC reports by Divisional management can be explained only on the basis of the fact that the MJC materials accurately reflected conditions as they actually existed within the Division. Since this constituted the major aspect of the hypothesis we were testing, it would seem that the hypothesis was proven rather conclusively. Divisional management was quick to realize that employees were alert to conditions as they existed, rather than necessarily influenced by mere statements of managerial policy and intentions. This acknowledgement that employee attitudes make a positive contribution to management decisions is clearcut evidence that employee relations within General Motors will be given more attention and serious study in the future.

Although the instructions prepared to assist the Divisions in interpreting their bar chart reports were intended to be as inclusive as possible, it was suggested that local Divisions contact our Staff if they encountered any difficulties. Several Divisions availed themselves of this counsel and guidance, particularly seeking help when they needed more understanding of the broad outlines and purpose of MJC. In practically every instance, the task of helping the Division gain insight into the technique did not involve specific or detailed consultation regarding theme indices, nor was there any confusion as to the use of the "index of significant difference." The Divisions appeared to be sincerely desirous of providing us with reports which—in addition to being useful to themselves—would enable broad inter-Divisional comparisons.

All of the Divisions responded to our suggestion that they place in our hands copies of their analysis of the MJC reports. These reports quite naturally varied to a considerable degree, subtly reflecting local management attitudes. Where employees gave evidence of appreciation for a good employee relations job in a particular area, most Divisions indicated that they were

not satisfied with merely doing a good job, but would strive to do a better one. Some of the Divisions gave evidence of defensiveness, where—in their opinion—their employes failed to do full justice to local management's intentions and policies. The great majority of Divisions, however, not only accepted evidence of less than average mention of a particular phase of their employe relations program—something they may well have resented as a criticism—but discussed seriously the reason for their relative position and indicated the steps they intended to take in order to alter a not fully satisfactory condition. What is, however, much more important is that only a very few Divisions treated their reports superficially. Practically all of the Divisions have taken their reports as a serious study on which to base further action.

When we prepared these reports, it was with the expectation that only the extremely high or low indices would be meaningful to the local management. Actually, however, a large proportion of the theme ratings proved to be meaningful to them. Also, there were fewer instances than had been expected where the Division could not readily account for their index on a particular theme. The instructions accompanying the reports to the Divisions had indicated that probably theme indices falling between a plus or minus five range would not be of significance. As the Divisions reported back, it became apparent that in some instances, local management was both surprised and disappointed that they had been rated as low as they were. Thus, the entire array of theme indices appeared to be of significance to local management in most instances. Logically, this condition is meaningful, for until an adequate communications media is established, some disagreement can be expected between the management's and employe's evaluations of performance in specific areas of employe relations.

Quantification of the local Division reports is virtually meaningless, except as it points out grossly the volume of themes commented upon by the Divisions and their relative action patterns in either maintaining a good position or in correcting

a low standing. The qualitative flavor of the reports is highly individualistic and accurately reflects managerial attitude toward their employee relations responsibilities.

Before discussing the quantitative results, the reader might wish to scan the complete report made by Division #48, which appears on the following pages¹. In the copy of this report, all identifying information has been deleted, but the deletions do not detract from the significance of the subject matter. Any mention of the specific product this Division manufactures would identify the Division by name. This is a Division in which 6,248 (or 49.8%) of the eligible employees participated in MJC.

HOW THE DIVISIONS PERFORMED ON THEIR REPORTS

Response to our request for copies of the Division's analysis was gratifying. Forty-two of our operating Divisions complied. In addition, 42% of the themes commented upon by the Divisions either had been—or were going to be—acted upon in some specific manner.

Some appreciation of this action pattern can be gained from studying Figure 22, which shows a summary of Division responses, with the number of themes on which action was indicated superimposed in a bar chart on the number of themes on which the Division commented. This chart reveals that on the average 29 themes were commented upon by the average Division. Two of the Divisions commented on all 58 themes and one Division commented on only five of the themes. One Division commented only on its negative theme indices. One Division commented on 29 themes but did not indicate any intended action—this may have been due to some misunderstanding, although in personal consultation with the Division management we had suggested that they describe some of the action steps they were either taking or intended taking in the future.

Figure 23, which shows the number of Divisions commenting

¹ The reader may wish to briefly review Figure 20, opposite page 55, the bar chart report which was sent to Division #48 and was the basis for their analysis.

and describing action by theme, demonstrates that there is little correlation between the per cent mention of the theme by the employe entrants and the importance attached to the theme by management. Those themes with the highest concentration of comment and action may—to a large extent—reflect the kinds of activities about which local management feels it can do something in the way of a tangible program.

As previously mentioned, summary quantification of the Divisional reports on their MJC bar charts tells very little. It is in the rationalization of their standing, together with the evidence—or lack of evidence—of intended action, that greater understanding of GM's future employe relations programs will be found. The next section will utilize extensively excerpts from the actual Division reports, and will include rather complete discussions of some of the more important themes.

WHAT THE DIVISIONS SAID

More important than the quantitative data about the Division reports is what they said about their relative standings on the various employe themes. Their reports give added flavor to the theme definitions under which each individual employe letter was coded. As we discuss the Division reaction to the various themes, the contrast between Division Management's attitudes and the kinds of action patterns they have adopted or will adopt will demonstrate the widely varying local situations which were reflected in the employe letters.

Of particular interest in reading the Division reports is the fact that their receptivity level ranges from attention to purely physical conditions to a rather subtle insight into the psychological and social qualities of the particular theme setting.

Divisional reaction to 20 of the themes will be discussed in the same order as the themes are listed on Figure 23, although there is no direct relationship between the quality of the report and the gross comment by Divisions on the particular theme.

RECREATION

Management, in general, recognizes that the provision of recreational programs offers the employes a means of relaxa-

ANALYSIS OF MJC THEMES FROM

Themes	Index of Significance	Attributable To	Action Taken or Contemplated
PARTIES & PICNICS	+503	Large scale children's Christmas party and summer family picnic are traditional. On _____, held annual picnic at _____. Christmas Party discontinued last Christmas for want of suitable space.	Favorable mention suggests we should review this decision and have party this year if at all possible.
TRAINING, EDUCATION AND EXPERIENCE	+116	Extent to which Division has engaged in supervisory training activities during last ten years may have some significance. More significant is extent to which Division during the war instituted training programs: 1) Women's Training School. 2) Welder's School. 3) Spray Painting. 4) Jitney driving. 5) Apprentice school recently instituted. 6) Promotion of various part-time training courses. 7) Co-op Program.	
STEADY WORK	+89	Our business is such that we do not customarily have extended shutdowns for model changes. New models are introduced from time to time without layoffs comparable to those in other plants when annual model shutdown occurs.	
OPPORTUNITY FOR ADVANCEMENT	+85	Frequency of this comment is one of the most gratifying and suggests a highly desirable attitude on the part of our employees, namely, an awareness of the opportunity to progress on an individual basis through working for our Division. Probably reason for large number of comments is the fact that this Division has expanded more than two-fold as to both number of employees and number of units produced, with the result that job opportunities have opened up on a wide scale and a large percentage of our employees have themselves experienced advancement to a better job.	

ANALYSIS OF MJC THEMES FROM

Themes	Index of Significance	Attributable To	Action Taken or Contemplated
PRIDE IN BUILDING GOOD PRODUCT	+71	Popularity and widespread favorable publicity received by wartime products. This Division is also in a dominant position in this industry, and our employees think our units are the best built by any manufacturer.	
PENSION PLANS	+70	No comments. Do not know.	
RECREATION	+69	For many years have had fairly extensive recreation program, including baseball, softball leagues, bowling, gardening, golf, fishing contests. These activities all receive extensive coverage in the house organ. Also, they stimulate considerable spectator interest. Shop leagues develop considerable rivalry and interest.	
PRIDE IN IMPORTANT JOB	+51	Certain of our products are more or less custom built. This necessitates a higher percentage of skilled jobs, and also job assignments embracing a variety of operations, thus adding interest to the work from the employee's point of view. A production cycle of forty-five minutes to an hour on a unit, during which the employee may personally complete a fairly lengthy and complicated assembly operation, is probably a more satisfactory job than a two-minute cycle on a small assembly line where the employee performs the same simple operation over and over on a high production basis. In addition, some of our units are fairly dramatic. Would be interesting to compare our index on this factor with that of Division #62.	

ANALYSIS OF MJC THEMES FROM

48

Themes	Index of Significance	Attributable To	Action Taken or Contemplated
COMPARISON— OTHER COMPANIES	+41	Cannot say. Very minor factor might be fact that this Division is relatively new. Advantages might be fresher in employees' minds. Comparison presumably is primarily with other local plants where work is not so steady.	
SECURITY	+41	Work with this Division is steady. We have numbers of old employees who transferred when company was moved. However, similar situation probably exists in other Divisions.	
PRIDE IN COMPANY	+32	Cannot say.	
NON- DISCRIMINATION	+32	During the war, we hired great number of women—at one time had more than 30% of our hourly force made up of female employees. Women were placed on men's jobs and paid men's rates. Prior to the war, practically no female employees were employed in the shop.	
		Although no new women have been hired since the war ended, many are still working with seniority protection. No deliberate effort was made to restrict employment opportunities on any jobs.	
		We have never had any serious racial problem. Negro and white employees have worked together in harmony for the most part. It would be interesting to know the origin of the references to this theme.	
LEAVES OF ABSENCE	+25	Can't say. Perhaps we have been too liberal in granting leaves of absence. Reference may be to military leaves. We granted more military leaves proportionately than other local plants because we had higher percentage of young men at start of war.	

ANALYSIS OF MJC THEMES FROM

Themes	Index of Significance	Attributable To	Action Taken or Contemplated
ATTITUDE TOWARD WORK	+20	Can't say. See comments under Pride in Important Job. We have a lot of old-time craftsmen in our Division.	
COMPARISON—OTHER JOBS	+18	Because of expansion, we have many hundreds or thousands of employees who started to work for this Division for first time during the war. Comparison of present job with prior jobs for other employers still fresh in their minds.	
SUCCESS THEME	+11	No Comment.	
TEAMWORK, COOPERATION	+11	No Comment.	
JOB DESCRIPTION	+11	No Comment.	
COMPANY AND AMERICA	+8	No Comment.	
FAIR TREATMENT	+7	No Comment.	
EMPLOYEE-EMPLOYER RELATIONS	+5	No Comment.	
SUGGESTION PLAN	+3	Rather surprising that Suggestion Plan was not mentioned more frequently, inasmuch as our Plan has regularly been rated high in the Corporation's monthly rating.	
SUITABLE PLACEMENT	+3	No Comment.	

ANALYSIS OF MJC THEMES FROM

Themes	Index of Significance	Attributable To	Action Taken or Contemplated
ASSOCIATES	+1	No Comment.	
MODERN PLANT OR OFFICE	+1	Construction of new plants and modernization of offices which has occurred at this Division since the war ended would suggest that more frequent mention should have been made by the employees. No explanation occurs readily as to the index shown. Perhaps employees are not actually as concerned with these things as is generally supposed.	
PRIDE IN STABILITY OF COMPANY	0	No Comment.	
INFORMATION SERVICES	0	No Comment.	
PERSONAL HIST. WORKING HOURS SUPERVISION	0 0 0	Not surprising that our index is exactly the Corporation average. Our people are presumably no different than those of any other Division, and very likely our supervision no more worthy of favorable or unfavorable comment.	
FREE ENTERPRISE	0	No Comment.	
PERSONNEL DEPARTMENT	-2	No deliberate effort has been made to place the Personnel Department in the limelight so far as general employee attention is concerned. General policy is to handle personnel matters through the regular line organization with the Personnel Department performing only staff functions.	
TOOLS, EQUIPMENT AND METHODS.	-3	No Comment.	

Themes	Index of Significance	Attributable To	Action Taken or Contemplated
PAID VACATION INS. PLANS BENEFITS FROM WAGES	-4 -5	No reason occurs why our employees should mention these themes any more or less frequently than the Corporation average, since the plans are substantially uniform throughout General Motors.	
PRIDE IN PRODUCT	-5	Difficult to differentiate between this theme and "Pride in Building Good Product", "Pride in Company", where our index was higher than average. Since relatively few of our employees personally own or use our products, they do not have a basis for individual comparison with competitor's products, as is the case with the employees of some other plants.	
PRIDE IN YEARS OF SERVICE	-7	We believe, however, that our employees have pride in the product, but have expressed it so as to lead to its recording under another theme. We have no recognition plan.	Suggest we review our policy in this regard.
PERSONNEL POLICIES	-8	No Comment.	
SENIORITY	-10	No Comment.	
OPEN HOUSE	-11	We have not had an Open House since before the war, although have given considerable thought to holding one now that our postwar construction program is substantially completed.	
SAVINGS PLAN	-12	No Comment.	

ANALYSIS OF MJC THEMES FROM

Themes	Index of Significance	Attributable To	Action Taken or Contemplated
MANAGEMENT	-12	As a matter of policy—rightly or wrongly—we have avoided any conscious effort to build up individual members of Management in the public eye through press releases, announcements, etc.	
AIR AND TEMPERATURE	-12	No Comment.	
WAGES	-13	No Comment.	
LIGHTING	-14	No Comment.	
PAID HOLIDAYS	-17	No Comment.	
PRIDE IN COMMUNITY RELATIONS	-25	Our community seems to be somewhat lacking in civic pride. It is very doubtful if many of the residents are aware of the overall contribution to the general welfare of the community made by the General Motors plants located here.	Better job could be done in this connection.
PARKING FACILITIES	-30	At time of My Job Contest, we had serious traffic and parking problem due to the fact that additional parking lots adjacent to new plants had not been completed.	This work has since been completed and we would suppose that today these facilities would receive at least average mention.
REST PERIODS	-34	We have no recognized rest periods, and are quite satisfied with our employees' lack of reference to this theme.	
HOSPITALIZATION PLANS	-60	The withdrawal of a local hospital from full participation in the Blue Cross Plan, which has given rise to considerable employee dissatisfaction, may account for lack of favorable mention of this theme.	

ANALYSIS OF MJC THEMES FROM

Themes	Index of Significance	Attributable To	Action Taken or Contemplated
PLANT LOCATION AND TRANSPORTATION	-60	We suspect that employees take for granted the convenient location of our plants to their place of residence, and the ease of travelling back and forth. They have no means of comparing their situation with the problems arising at a large plant located in the midst of a big city.	
CLEANLINESS	-74	We could do a better job, particularly in factory toilets.	
WASH ROOMS	-79	Same as above.	
LOCKER ROOMS	-81	We have constructed a number of new modern locker rooms which have so far not been widely used by employees. Lack of frequent comment suggests our employees either are not acquainted with advantages of locker rooms or that they do not in fact like them, and we might have spent the money to better advantage for some other facility.	
SAFETY	-82	We could do a better job.	
CAFETERIA	-119	Cannot account for infrequency of favorable mention.	
MEDICAL FACILITIES	-175	Medical Department is operated more or less on the basis of providing care for employees who are injured or incur compensable occupational disease. Employees who do not fall into this category do not ordinarily have much contact with Medical Department and are not aware of the quality of equipment and personnel and the service available. Would be interesting to compare our showing with other divisions where a broader concept of the function of the Medical Department has been consciously adopted.	

MY JOB CONTEST

SUMMARY OF DIVISION RESPONSE

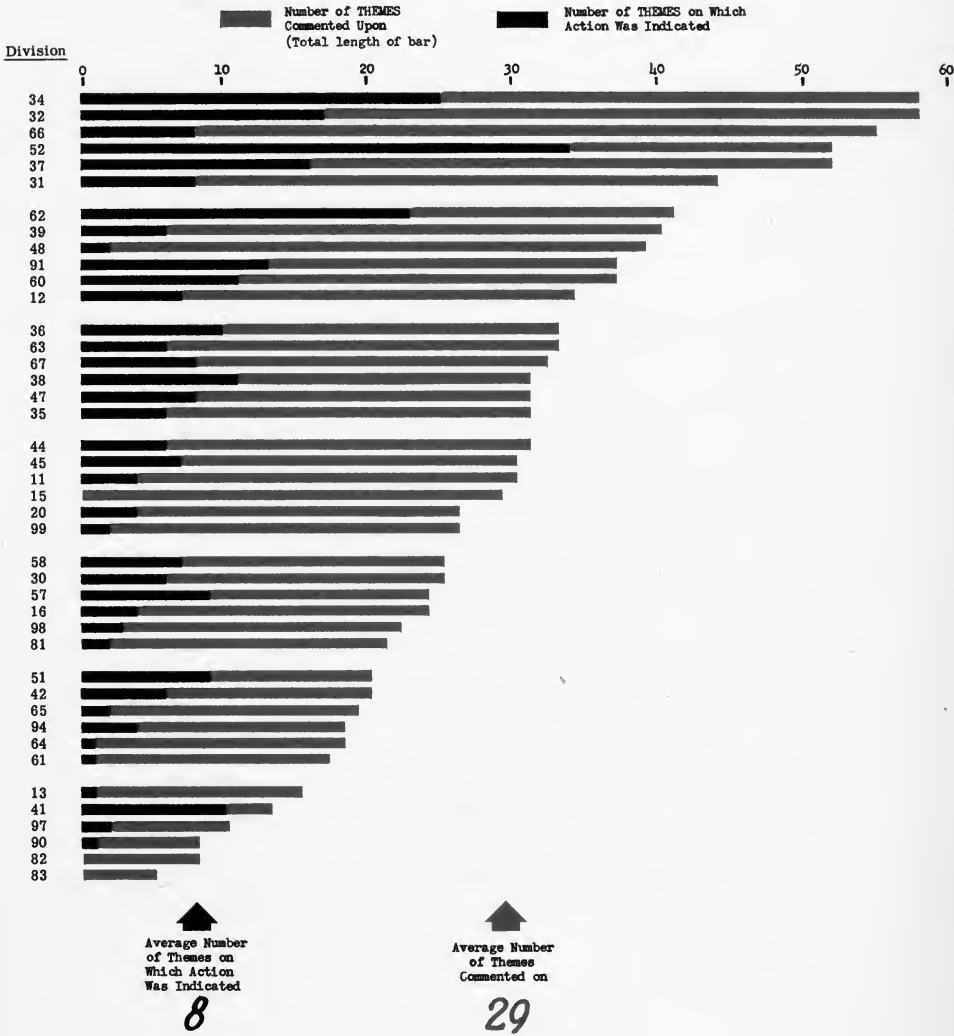


FIG. 22

SUMMARY OF DIVISION RESPONSE BY THEMES

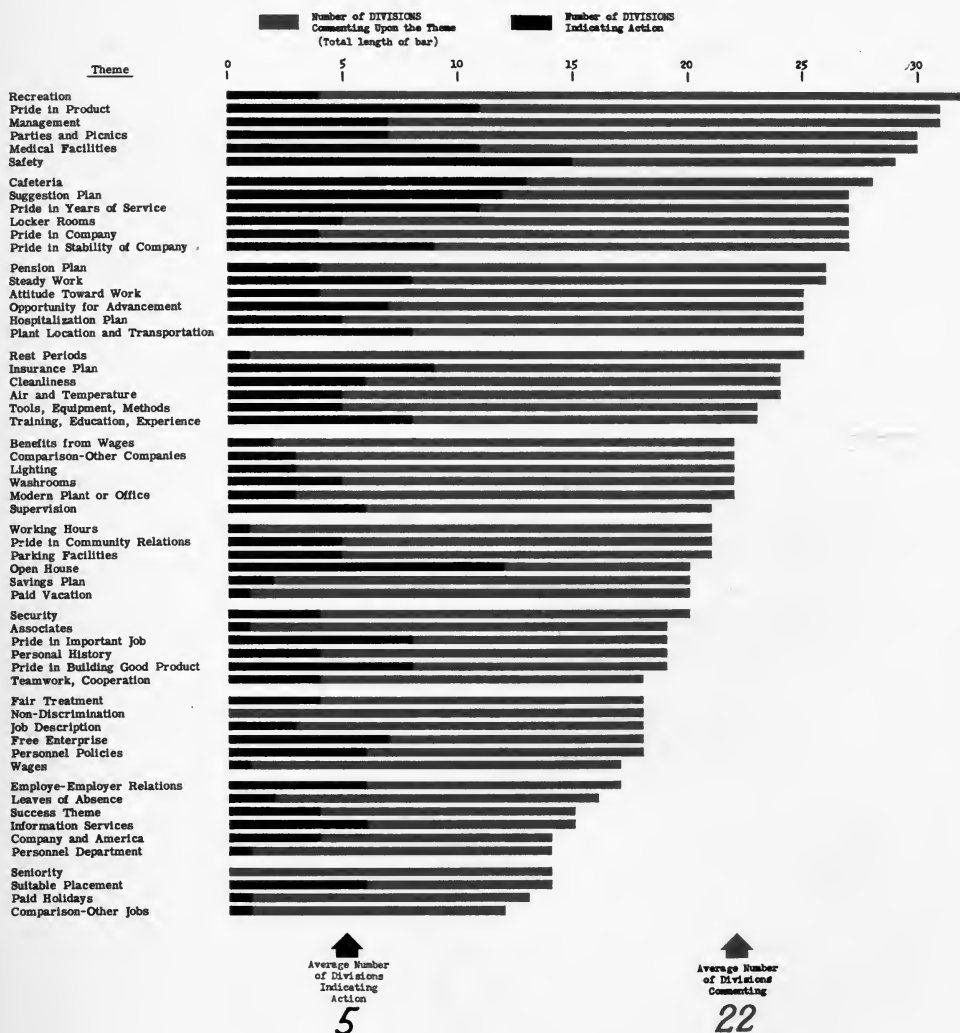


FIG. 23

tion and group participation in competitive activities. It is significant to note that in MJC, "recreation" as a theme was responded to by more of the Divisions than any other, and also that the employes themselves gave widely varying reactions to the status of Divisional recreational programs. The employe recognizes in recreational programs a minimum amount of paternalism on the part of management, for the programs have little direct relationship with job or production goals, and the values derived are purely personal to the employe himself.

Obviously, the Division response to this theme reflected whether or not they were actively engaged in a recreational program. Those Divisions with high indices have major recreational programs, whereas the low indices occurred in Divisions with lesser recreational programs.

Division #62, with the highest index (+369) commented on its recreational program:

A comprehensive recreational program comprising 30 activities and 3600 participants is administered by an elected Employe Activities Council so that the program is a direct reflection of what the employes want. Lunch period entertainment in the shop cafeteria—movies, organ, orchestra, choral, etc.

Division #62 is not content to rest on its laurels, however, as they indicate the following action:

Continued expansion of activities with more employe participation in sports, hobbies and entertainment.

Division #47, with an index of +271 commented:

It has been our policy wherever a group shows an interest in a certain activity, we aid that group in organizing, finding a location for their activity and helping them acquire the materials necessary. We encourage the employes to take over the management of the activity as quickly as possible. This doesn't mean that we separate ourselves from it completely. On the contrary, we follow it up, to make sure that it's functioning, and if not, look for the cause and try to correct it. Under this policy we have now established within the shop a golf league, softball league, gun club, tennis group, bowling, glee club, archery, fishing contest and camera club.

It is quite apparent that in both Division #62 and Division #47, the major emphasis lies in the fact that the *employees* manage and carry out the recreational programs. In both instances, management retains contact and offers guidance and material assistance, but management *does not* suggest the types of recreation, nor does it assume that a Divisional program can continue without some interest and active support on the part of management.

Division #20, a large, multiplant operation, had an index of -350 and said:

Believing that employees prefer to regulate their own recreational interest, Division #20's policy does not provide for the Division's sponsoring any general employee parties, picnics, recreational programs or clubs. The Division has cooperated with employee groups interested in such activities as baseball and bowling to a limited extent. It cooperated also in employee activities such as General Motors Mens' Club, General Motors Girls' Club, and General Motors Chorus.

Division #11, with an index of -74, discusses their recreational program:

Whenever there has been a request from a sufficiently numerous group of employees for sports, clubs or recreational programs, the requested activity has been sponsored by the Division #11 Recreation Association. The Association is organized and guided by the Personnel Division. The list includes bowling, softball, basketball, tennis, golf, checkers, cribbage, and glee clubs. It should be noted that these activities have been "sponsored" rather than "promoted." Consequently, the employee interested in a particular form of recreation would be aware of the opportunities offered him in that field, but could be unacquainted with the full program.

Of particular interest is the contrast between low index Divisions and high index Divisions on the element of focussing responsibility on the employee group for the recreational program. Division #11 does not imply the same kind of independent organization of its recreational activities as does either

Division #62, with its elected Employee Activities Council, or Division #47, where conscious efforts are made to shift the control and responsibility to the employees once the activity is established. Even "sponsorship" can imply control from the management position and employees will react accordingly.

MANAGEMENT

To the individual employee, management—as such—may be somewhat remote. The fact that differences do exist in employee awareness of plant management, suggests that in some locations positive efforts are made to acquaint the rank-and-file with top brass. It is noted that as Divisions or plant operations increase in size, there is likely to be less contact or knowledge about the folks in top management. However, the fact that 31.3% of the employees mentioned management as a theme at a relatively high rate (sixth in rank order of per cent mention) points to the fact that in general the management folks are fairly well recognized. The explanations as to why employee mention in a Division was at a greater or lesser rate than in the Corporation as a whole vary in terms of local operating policy and philosophy.

At Division #34, where management was given an index of +78, the explanation was:

The senior executives at Division #34, because of their origins in the shop, have always maintained close relationships with shop people. However, due to Division #34 management philosophy, the employees' impressions of top management are obtained largely through their impressions of the immediate line supervisor. Each supervisor is at Division #34 a "Member of Management" and there is little distinction made between levels of management in the eyes of employees.

That "smallness" is a factor is borne out in Division 94's comment on an index of +16:

This reaction is very probably due once again to the size of the organization by the fact that every employee knows the

"boss" and feels free to go to the top management at any time in connection with their problems. In addition to this, the top management at Division #94 is active in the recreational activities and, therefore, has the opportunity to become better acquainted with the employee off-the-job.

Division #20, with an index of +58, describes the policy under which their multiplant operation is guided in explaining their standing:

The fact that so many Division #20 employees mention "management" as a desirable feature of their present job situation is perhaps a reflection of Division policy of promotion from the ranks. It is almost universally true that employees in positions of responsibility in Division #20 have come up from the ranks. This policy gives encouragement to ambitious employees who are looking for advancement and also provides an executive force with sympathetic understanding of employee problems. In training programs for supervision the greatest emphasis is placed upon developing ability to deal with people in order to build a management group which is not only technically skilled but also proficient in the personnel phase of management.

An example of no effort on the part of the Division to publicize its management is illustrated on Division #48's comment, based on an index of -12:

As a matter of policy—rightly or wrongly—we have avoided any conscious effort to build up individual members of Management in the public eye through press releases, announcements, etc.

Although probably not reflecting a basic change in this policy, it is interesting to note that recently Division #48 assigned a staff man full-time to public relations activities.

Rapid expansion to a large workforce is used by Division #32 to explain its index of -42:

The size of Division #32 during the war years and the short space of time it took to obtain that size, made it very difficult, if not impossible, for top management to know many

of the people. In fact, until recent months, many of our plant personnel did not know top management by sight. Having six different plant locations, separated by as much as eight miles, and with the main offices in one location, many of top management do not get to the other facilities more than two or three times a year. This was not conducive to an employe-management relationship which would cause such mention.

Although Division #32 did not propose specific action, they did mention:

Since we are becoming more stable, and since the members of top management are becoming better acquainted with and recognize their responsibilities as a group, we believe that this situation will be improved.

Division #15, with an index of -39, takes a different slant on their rating:

The lack of mention of top management could be viewed as a compliment to immediate supervision. The problems of the average worker are being satisfactorily handled at first line management level. This indicates that the team is working, perhaps so efficiently that the employe is not conscious of top management's vital part as the planners of the business.

Division #42, with an index of -45, makes a comment along the same vein of thought, with a specific action program suggested:

Over the past years top management has perhaps not been thought of as such by employes because it was never referred to as such. In addition top management seldom communicated directly with the rank and file worker.

Their program to bring the management relationships into sharper focus is suggested by their remarks:

More recently the word "management" has been more widely and more frequently used through the efforts to identify shop supervision as members of management. In addition, the General Manager of the Division, or Plant Manager of the local plant, has communicated frequently with employes through

the *Division #42 News* and by letters mailed to employes' homes.

Division #52, with an index of -101, describes reasons and actions:

We feel this condition is caused by our having increased our employment from 14,000 at the end of the war to 22,000. In other words, a large percentage of our employes are new.

Division #52, has taken some specific action:

Our General Manager has written a letter recently to all employes and we have carried articles in our plant paper with pictures of our top management. We will not only continue this but will amplify it considerably in the months to come. We have also acquainted all our top management with the index of significance on this subject and we are sure improvement is being made.

Despite the slightly variant overtones in local policy regarding reaction to management, the noteworthy point seems to be a growing realization of the importance attached to the "management team"—consisting of first-line supervision through top brass. It is this team feeling and team front that Divisions appear to be striving for in their employe relations activities. There appears to be uniform recognition of the importance of personal contacts and knowledge of all members of management as people and not as fill-ins on the organization chart—impersonal names.

PRIDE IN PRODUCT

The theme "pride in product" uncovered some obvious differences that could have been forecast in terms of the product made by the Division. However, the mere fact that the Division's product is a sub-assembly or a buried product of some sort does not preclude the possibility of developing a program of product-identification among the employes. The important element would appear to be realization on the part of the employe that the product on which he works in whole or in part is one in which he can have feelings of pride.

Obviously, however, the Division whose product is a dramatic one or a complete unit has the advantage from the standpoint of tangible evidence to the employee. Division #62, with an index of +369, says:

The nature of our product is such that it can readily be capitalized on. Employees are kept well informed through the employee publication of the high quality product they build and its field performance.

Division #62 is not going to be content to rest on its laurels, however, for they are utilizing every possible media to dramatize their product and thereby instill in each employee a strong feeling of product identification. Recently they published a history of the Division, which necessarily became a history of their product in view of their unquestioned leadership in the development of this particular product. This history was supplied to all present employees in a clothbound edition and is given to all new employees as a part of their induction procedure. Division #67, with an index of +95, likewise has a complete end-product—an automobile—and finds little difficulty in explaining its rating:

Employees can see the finished product which they have helped to build. It is natural that employees who help build the finished product would tend to have greater pride in the product than would employees of a Division where the completed, final product is not in evidence. Furthermore, the great demand for automobiles probably tends to increase the pride of our employees in the products they help to build.

Division #42, with an index of -152, has a product that requires considerable imagination on the part of the employee to visualize the ultimate uses to which it may be put.

Our products, not being "consumer goods," have little, if any, "product appeal" to the worker. In addition, many and diversified operations required on the various parts of the product make it difficult for the majority of workers to identify themselves with the final product.

Interestingly enough, Division #42 does not offer any suggestions as to a program for encouraging or developing product identification among its employees. Likewise, Division #41, with an index of -67, has a difficult product to dramatize:

The main products of this plant are parts for automobiles. There is no finished product, ready to be placed on the market, and employees cannot visualize so easily the result of their labor.

The discussion of action by Division #41 indicates that they have made extensive efforts to explain their products to employees, but does not show any intent to further explore new means of building product pride:

Through employee handbooks, plant newspaper, and product displays, efforts have been made to help employees visualize their part in relationship to the finished product. Our Christmas Open House also gives employees and their families an opportunity to learn more about our products.

When this report is contrasted with that of Division #34, with an index of -41, management intent does not sound quite so fatalistic:

This is understandable in view of the fact that we do not make an end product or even a visible part of the end product.

But, Division #34 says further:

Make sure our employees understand the significance of our product in the final product through proper instruction, display, demonstrations, bulletins.

It is the element of intended and aggressive future action that characterizes an alert employee relations viewpoint on the part of local management. Employees take an active and personal interest in the products they help to build, and can express pride only if they are well-informed.

MEDICAL FACILITIES

Probably no single function in industry has greater potential for comparison with professional service than that of medical

service. The history of industrial medicine has been one of meeting expedient demands, with greater emphasis on first aid and repair than upon preventive hygiene. Yet, the employe can expect in his relationship with the physician a patient-doctor relationship that is inviolate. Although the plant physician cannot supplant the family physician, his attitude toward the employes, and the managements' attitude toward the physician, can place proper stress on the medical function within the plant's employe relations plans. The whole area of employe acceptance of industrial medical facilities is a complex one, but evidence exists within the Divisions' MJC reports that there are widely varying employe reactions, which are based in large part on management's own evaluation of the medical function in their plant.

Division #42, with the top index of +358, evaluates their position by saying:

1. We have had an organized medical Department with a full-time physician for 29 years.
2. Present facilities and services are superior to other local companies. No other local Industrial Medical Department has a full-time physician.
3. Local medical profession has visited Plant Medical Departments and is informed of services rendered. There is no resistance to industrial medicine exhibited locally because of long history of ethical practices.
4. Medical Department makes every effort to handle medical cases on an individual basis.

Likewise, Division #60, with an index of +39, attributes their rating as a result of careful planning:

We encourage the use of our Medical Department and maintain proper standards of sanitation. We have provided ample facilities for treating industrial injuries of an emergency nature and have available standard industrial medical equipment, such as, diathermy, X-ray, A-O Site Screener and ultra-violet light. Approximately 50,000 employe contacts are made by the Medical Department each year.

Division #60 further describes its plan for action:

A full-time Medical Director has been provided for the last year, having a staff of seven registered nurses who provide 24-hour coverage during plant operating hours. It is our aim to approximate the medical program laid down by General Motors. A blood donor program has been set up wherein we have a potential backlog of some 3,500 employees who have designated a willingness to be blood typed in order to help fellow-workers or their immediate family. We have at the present time about 600 individuals who are typed and available for any emergency that might arise. This program was put into effect at the time of the last Red Cross drive.

It is quite easy to detect in both of these medical programs a strong orientation for individual and personal service to the employee. In both there is evidence of adequate facilities to meet emergencies, but also implied is a continuing effort to plan for emergencies before they arise.

Division #11, with an index of -232, was somewhat disturbed by this score, as is evidenced by their comment:

Since 1937, we have had a modern, fully equipped hospital with facilities to care for any type of injury to our employees. It is under the direction of a full-time physician-surgeon. There are 13 up-to-date, well-equipped first aid stations in the plant, each with a full-time attendant. Not only have our employees' injuries been well cared for, but we have extended special service, such as advising on medical matters where no actual Division #11 responsibility was involved. In hardship cases many operations, especially for the relief of hernias, have been performed without charge.

Frankly, we are puzzled by employee reaction to our medical facilities as evidenced in the MJC contest analysis. We believe our set-up and staff deserve a better response. We do not know why employees have been unimpressed, but we earnestly intend to find out.

There is a strong possibility that Division #11 may have been hiding its light under a bushel, particularly if its program is as employee-oriented as the above comment implies. The sincere

desire on the part of Division #11 management to learn why employes have not been impressed with the medical facilities may in itself point to the need for publicizing an important job well-done by the Medical Department.

Division #62, with an index of -219, can easily account for its low rating:

Lack of adequate medical facilities to serve a plant of this size.

And, Division #62 also has started along the path to correcting this condition:

Relocation and expansion of facilities now under consideration and under way.

An example of specific interpretation of medical function along purely expedient lines is illustrated in the comment of Division #48, with an index of -175:

Medical Department is operated more or less on the basis of providing care for employes who are injured or incur compensable occupational disease. Employes who do not fall into this category do not ordinarily have much contact with Medical Department and are not aware of the quality of equipment and personnel and the service available. Would be interesting to compare our showing with other Divisions where a broader concept of the function of the Medical Department has been consciously adopted.

To a great extent, the burden of responsibility for broadening the understanding of management as to the importance and potential value of the medical function lies with the medical personnel themselves. It is probable that most management folks can recognize only the most obvious function of the doctor in industry—that of handling medical emergencies. Actually, the doctor can make valuable contributions to the over-all personnel and employe relations programs and should be an important member of the management team, rather than an isolated specialist. But, *he* must create the understanding of the wide ramifications of his function. This is an instance

where the rank and file employes may have a broader understanding of the real contribution of effective industrial medicine than does management itself.

PARTIES AND PICNICS

Just as "recreation" as a theme reflected employe reaction to a type of activity that was not too obviously or tangibly related to the job itself, so does "parties and picnics" connote to the employe a somewhat more generalized kind of social activity. Parties and picnics have long been typed as family assemblages in our American society. To the employe, company-sponsored parties and picnics offer him the opportunity to mingle socially with fellow-workers and their families. The element of total family participation and interaction between family units has appeal to the individual employe.

It is noteworthy that wherever there was a Division-sponsored party or picnic for all employes and their families, that Division received a very high vote on this theme. As the focus of such activity narrowed down, ultimately to the very informal kind of party held within a department, there was less credit given to local management.

Division #41, at the top of the list with an index of +2890, described its program:

Family Christmas parties at the plant have been held for twelve years, and an annual picnic for employes and families was started two years ago. The attendance at these affairs has been outstanding, and employes speak of them with considerable enthusiasm.

Division #41 is desirous of continuing this program and wishes to improve the parties and picnics they now sponsor. That Division #94, with an index of +867, gives a great deal of time and effort into planning their program is evidenced by their comment:

Our annual Christmas Party was first held on December 23, 1927, and this activity has been carried on enthusiastically since that time except for two years during the war. This party

was first started by Mr. Sloan and through the years an all-out effort has been made to make this an outstanding party, particularly for the children of our employes. A great deal of time and effort is spent in the selection of appropriate toys for the children in the various age groups through twelve years of age, and this party is one which our employes indicate their children talk about from one year to the next. Beginning in 1946, we have held a picnic for our employes and their families. For the past two years this has been held at an amusement park where free rides are given and picnic box lunches are served. Another point of interest, in connection with these parties, is the fact that a committee of employes is selected to work out the details of the parties and only general supervision is exercised by Management, particularly in connection with the expense involved. We have found that this reacts extremely well with the employes in that they feel they have a voice in the preparation for the party.

Division #60, with an index of +285, gives evidence of a fairly well-integrated program of parties and picnics all hinging around a Division-sponsored annual summer family picnic for all employes:

Social gatherings have long been an important part of our plant activities. An average of two parties are held weekly in the plant and it is estimated that approximately 60 per cent of the Departments in the plant hold an annual Christmas Party. It can reasonably be assumed that 3,000 employes participate yearly at one time or another in social affairs. Division 60's annual family picnic originated some 10 years ago. Appropriate programs are arranged with the result that it has been set aside as a day looked forward to by our employes, with about 7500 attending.

Division #60 is intent on further integration of its informal social program, and indicates action in this regard:

We plan to continue the use of the plant paper in promoting and reporting social activities, believing that it creates good will and increases plant morale.

An example where facilities were provided but there was no

apparent reflection in the employee evaluation appeared in Division #32, with an index of . -12:

Up to the time of the contest, most of our employes had been working six or seven days a week for many months. Therefore, there was little time for organized activities in this field, which may account for the low number of mentions.

In discussing their actual provision of facilities, Division #32 says:

We lease a very well-equipped park for the use of our employes for all kinds of departmental and family picnics. We have established the policy when any group of employes, either with their family or otherwise, want to have a picnic where no intoxicating beverages will be served, the Division will pay half the food and entertainment costs. During the last year 73 such picnics have been held with an attendance of 4,702 persons. We expect to continue this practice and feel sure that more and more groups will take advantage of the park facility in the coming months.

In some instances, the very size of the employee group militates against any Division-wide parties or picnics. Such is the case in Division #52, with an index of . -35:

We do have and promote to a certain extent departmental parties. However, we do not have an overall Division party or picnic due to the large number of employes we have and the inadequate facilities to stage a party or picnic for approximately 65,000 people.

The problem in Division #52 would seem to be one of giving more active support to informal parties and picnics, and publicizing management's intent to support this type of social activity.

The important ingredient in a program of management-sponsored, but employee-directed, parties and picnics lies in the values attached to such events in the mind of the employee. Encouraging family participation allows the employee to expose himself and his family in a situation with a minimum of management paternalism.

SAFETY

Although safety programs have always been an important feature of General Motors operating units, the last War—with its influx of workers with no previous factory experience—placed even more emphasis on the need to train safety and to live safely in the factory. Obviously, in MJC, “safety” was a theme which showed more sensitivity in those plants where it constituted an important factor in the working conditions. Operations utilizing many punch presses or forming presses are naturally and inherently more hazardous than light assembly operations. On the other hand, it would not be expected that office employes would mention safety, since most offices present minimum hazards.

Safety is generally accepted as a type of activity that requires constant alertness and interest on the part of the individual employe to protect himself from injuries which may maim or handicap him for life. The devising and installing of protective devices on hazardous machines is only part of the necessary job of building safety into the job. Experience has shown that over 80% of all accidents on-the-job are employee-caused, rather than being due to improper provision of safeguards. Individual convenience and temporary comfort sometimes lead an employe to disregard use of safety devices and thus expose him to an accident-conducive situation.

The “safety” theme offered one of the objective check points against which the MJC array of significant deviation on themes between Divisions was validated. Those Divisions who could conceivably be rated on their safety performance in terms of frequency and severity of accidents were rated by employes through MJC with a high degree of correlation with their earned performance. Their comments on their MJC reports reflect their attitudes toward safety programs.

Division #20, with an index of +270, said:

In Division #20 the promotion of Safety has always been an important function of the Industrial Relations Department.

The Division has followed the policy of making each individual supervisor responsible for safety in his area. It is the combination of enthusiastic promotion of safety by management and a safety department working through the supervisory groups which account for what success has been achieved in making every employe conscious of the importance of safety. The aim is to make every employe of Division #20 feel that safety is his individual responsibility.

Division #36, with an index of +181, commented:

Our safety program has received major top management attention during the past few years, particularly since the war. We have had a persistent (yet not high pressure) educational program on safety. We have been successful in installing many effective mechanical safeguards. In addition to contacts made by foremen, our safety inspectors make almost innumerable contacts with our hourly employes and our supervision in the interest of safety. We believe our safety program is appreciated by our employes.

Although Division #36 is doing a good job on its safety program and has apparently convinced its employes that intent is backed up with a solid program, they plan even more effort in the direction of improving their relative standing within General Motors:

Although our safety program is a good one, it is not good enough. Our objective is to make it more effective and to deserve a better position in the GM safety standings.

Division #11, with an index of -206, appeared to be frankly puzzled by their low employe rating when they said:

Our accident severity and frequency rates compare much more favorably with the Corporation average than do the MJC comments relative to safety. Consequently, it would appear that Division #11 employes are being better served by our Safety Department than they realize. We suspect that one reason for this is the uniformly bad publicity which any management activity beneficial to the employes receives in the local labor press. The Safety Department has not escaped and the employes' favorable comments could have been held back

on this account. Records show a steady improvement in our safety performance since 1919 and the lack of comment in MJC letters could be simply an indication that our employes are taking it for granted that we will constantly work for safer methods and conditions.

Despite the fact that they reason that employes are taking what they consider a good safety program "for granted," it still remains the responsibility of Division #11 to bring this to the conscious awareness of its employes.

Division #13, with an index of -234, describes a campaign which has not been as successful as they had hoped:

We are making an experiment this year in bond awards to foremen and gold watches to general foremen who go through the year without a lost-time accident. While this has improved our standings in many plants and created greater interest in safety, the success of the effort at this time is not as good as we had hoped it would be.

Although they do not fully describe their program there is no indicated action in the form of serious and penetrating analysis of their present plan and the possibility of altering and shaping the direction of their program. As a matter of fact, Division #13 will always have a safety "problem"—for they have many hazardous operations. Since they have always had hazardous jobs, they have developed experience in handling safety factors and relatively are doing a commendable job in the light of comparative exposure.

Safety will always be directly related to the degree to which the foreman can convince each of his individual employes to work safely and to be safety-prone. Since safety on the job depends to a large degree on the employe worker, and since the employe's proneness to safety or accidents is largely a matter of emotional stability, the role of the supervisor becomes even more intangible in building safety into his department. It is for just such factors as safety that the foreman must be a "human relations expert." Safety is a habit—some workers have developed poor habits of safety and need assistance in

building desirable habits. The foreman is the key point in training employes into top flight safety habits.

CAFETERIA

In-plant eating facilities will probably always constitute a source for griping among employes, despite management efforts to provide better food at a lower cost than the employe could obtain in the community. The subject of food and eating is fraught with psychological factors that far outweigh the physical situation. As a rule, employes tend to be more resistive toward concession-operated cafeterias, because the control is more remote. Almost universally, employes feel that the prices are too high in plant cafeterias, and that management makes huge profits at the expense of the employe. Publishing the balance sheet on a cafeteria operation arouses suspicions in the minds of the employes that the figures have been so manipulated as to show a deficit.

Employes also react strongly to any "class distinctions" which might be suggested by different dining rooms for hourly, salary, and executive groups. This becomes even more of a psychological issue when they can detect differences in appointments that clearly delineate status levels.

The inclusion of a dietician, either as a staff person or as the titular head of the cafeteria, will tend to impress the employes. Although they would undoubtedly ridicule the fact that their meals were planned on a balanced basis and scientifically determined and prepared under the rigid surveillance of a dietician, they will be flattered that management is really concerned as to whether or not they receive the proper kind of nutritious food adequately and tastefully prepared.

MJC revealed some startling—yet some obvious—variations between Divisions on in-plant eating facilities. Division #58, with an index of +970, led the list, and reported:

Besides having an excellent cafeteria with nutritious food offered at cost, Division #58's cafeteria is so arranged that executives from the very top use the same cafeteria facilities,

eat the same on-the-menu food, receive the same cafeteria-type service, and are subjected to the same treatment that all employees receive. This has a very good effect on all employees. Other positive factors include wired-in music service, short waiting lines resulting from staggered lunch period schedule, canteen service, sound-proofing, and no return-your-own-dirty-dishes rule.

In addition, Division #58's cafeteria is supervised by a well-trained dietician. The food in this particular cafeteria is of the highest quality and could compete with any of the better known chefs. Although the offered items are plain, the food itself is of the highest quality, and is given the right kind of treatment to satisfy not only hunger, but more importantly appetite.

Consideration of employee needs was apparent in the report made by Division #60, with an index of +223:

The plant Cafeteria opened in 1940. A survey conducted at that time indicated that only 50 per cent of the employees utilized its facilities. Since that time the usage of the Cafeteria has risen to 80 per cent. This has been brought about by providing good food at a reasonable cost. Food has been provided to meet the needs of our employees. Having many female workers, we saw the need of lighter foods, such as salads, and have attempted to provide a simple menu that is attractive and yet nutritious. The flow of people from the plant is controlled, permitting plenty of seating capacity, with proper ventilation control.

Division #60 indicates some action already taken to ensure continued quality service to their employees:

A full-time dietician has been provided in order to maintain quality standards and still eliminate repetition of menus.

Division #36, with an index of -69, has no cafeteria and reported on its employee rating of eating facilities:

We have no cafeteria. We do have limited food service, handled by a concessionaire. A variety of food items are sold from five food carts during lunch periods on all three shifts.

Although our food service receives little praise, we do feel it is worthy of some commendation, and criticisms have been very infrequent during the past few months. The kitchen is clean and sanitary, and there are regular inspections by the health authorities and the plant's Medical Department.

In terms of future planning for eating facilities, Division #36 says:

We are in the process of establishing a new and adequate lunch room for our employes, which will extend to them the same type of service in the lunch room as is now being rendered throughout the plant.

Because food and eating can loom so large in the eyes of the employes, it behooves management to give careful thought to its handling of cafeterias and other means of in-plant eating. Mere provision of adequate physical facilities will not convince the employes that management's intent is the employes' welfare.

SUGGESTION PLAN

The very essence of American ingenuity and imagination makes of the Suggestion Plan a potent employe relations vehicle. A suggestion for changing a job or some phase of a job may well be a constructively channelled gripe, which, if not properly handled, can embitter an employe. Beyond the dollars-and-cents values of suggestions in the increase of productivity and efficiency lie even more intangible and valuable by-products from the standpoint of employe relations. The employe who is building into his job ideas that he has created cannot help but show a more positive and constructive attitude toward his employer. And, the supervisor who stimulates and encourages suggestions from his employes strengthens his Department's level of productivity and efficiency, as well as giving the employe a sound basis for better understanding the basic mechanism of our industrial society—ingenuity.

The Suggestion Plan, by its very nature, operates on a yardstick dictated by business standards. Without sound account-

ing and engineering procedures as guide lines, the plan would miss the mark in terms of efficient operation. Even the best standards of accounting and engineering produce only minimal results, however, unless the very important ingredient of overall employe relations is in the picture. The employe suggestor must receive satisfaction of psychological, as well as economic, incentives from his Division.

Division #32, with an index of +127, finds its answer for the employe rating in its relative standing within the Corporation on performance of Suggestion Plans between Divisions:

The high number of mentions of the Suggestion Plan undoubtedly stems from the fact that for the last two or three years we have been in number one, two, or three position in the Corporation in the number and value of suggestions accepted. We have attained this position, in my opinion, through the organization of an efficient, hard-working Suggestion Committee.

Division #57, with an index of +40, is not content with its rating:

While the comments on our Suggestion Plan are 40 points higher, and we have consistently been above Corporation average in acceptance and payoff of our suggestions, we are not entirely satisfied with the type and caliber of suggestions now being put in by employes. We are continually trying to improve this particular aspect of the Suggestion Plan. It is our policy to give immediate attention and, as quickly as possible, answers to all suggestions and to keep employes informed from time to time as to just what point in the Suggestion Plan procedure their suggestions have reached.

Division #60, with an index of +10, cited some statistics to show the growth of their Suggestion Plan:

Our Suggestion Plan started in 1936, with 19 suggestions received, and in 1947 there were 804 suggestions received. From 1945 to 1947, the number of employes submitting suggestions increased—

in 1945—265 employes participated

1946—293 employes participated

1947—507 employes participated.

It is interesting to note that 37 per cent of the total suggestions received since 1945 were submitted by women. We have had 1,540 different employees submitting ideas under our Suggestion Plan over the period from 1936 to September, 1948.

Division #60 reports some post-MJC action that should improve their rating:

Effective as of June 15, 1948, a full-time Suggestion Supervisor was created, reporting to the Director of Employee Relations. A stepped-up program was immediately inaugurated which provides—

1. Simpler and more attractive suggestion blanks.
2. Use of displays in the clock room area.
3. Better utilization of our plant paper editor.
4. Greater promotion through line supervision, with both written and personal contacts.
5. Setting up a goal as to the number of suggestions expected each month from all Depts.
6. Contemplated changes in suggestion boxes.

In very few of the operating Divisions does the Suggestion Plan come under the wing of Personnel or Employee Relations—it customarily is a part of the Engineering or Manufacturing Staff. It would appear that Division #60 will ultimately build into its Suggestion Plan a sound employee relations viewpoint. Their detail planning would suggest that they will maintain the proper technical controls over the plan.

Division #41, with an index of -51, easily recognized the factors contributing to its standing:

Better promotional job needs to be done.

In this Division, where the actual administration of the Suggestion Plan lies outside the Personnel Department, definite plans are being laid for constructive improvements:

Personnel Department is planning to assist the Suggestion Committee in promoting this work, through the plant newspaper and a special suggestion poster service. A new handbook for distribution to employees is being planned.

An important factor in any plan lies in the speed with which

a suggestion is processed. Division #62, with an index of -9, was not too surprised and after careful examination of their somewhat rheumatic plan could say:

The Suggestion System at the time of MJC had bogged down to the point where it took entirely too long to get an answer (yes or no) and no ceremony was made of award presentations.

However, since MJC Division #62 has taken some specific and direct action:

Reorganization and relocation of the activity completed. An intensive drive cleaned up some 600 old suggestions so the system is now current. A booklet explaining the system will be published in about one month.

As Division #62 demonstrates more interest in an efficient, yet personal, plan, the employees can be expected to submit suggestions at an ever increasing rate.

The technique of the Suggestion Plan system has similar elements to that of MJC, for it offers the employee a very loosely structured situation where he creates an idea or a sequence of ideas. The essentially positive and constructive nature of participation in the plan will encourage attitudes on the part of the employee of the same order. Those Divisions who can visualize the employee relations potential of the Suggestion Plan will realize tremendous gains in better attitudes toward the job and toward the Division.

PRIDE IN YEARS OF SERVICE

Many organizations recognize an employee's years of service through pins, special benefits, clubs, etc. It is to be expected that unless the end unit produced is very dramatic or glamorous, the employee will tend to be less secure in Divisions that are of more recent vintage. Divisional management tended to explain its employees' reaction to "pride in years of service" on the basis of the length of time the Division had been in business. This is an obvious conclusion on their part.

Division #11, with an index of +261, reported:

Again, we can only attribute the expression of pride in long service to there being so many Division #11 employees with long service. The average service of our employees is 11.15 years. This figure, we understand, is exceeded by only one other Division.

Division #32, with an index of -260, attributed its low index to the relative youth of the Division:

A vast majority of the Division #32 employees at the time of the contest had had less than six years' service with the Division. It is quite obvious, therefore, that there would not have been many eligible to have written about their long years of service with this Division.

Because provision is made to carry continuous service dates for salaried employees who transfer between Divisions, a pool of long service employees may be present even in a relatively young Division. Such is the case at Division #32, and they describe intended action to set standards on this group:

On October 8th, we expect to recognize at a dinner meeting, by the presentation of appropriate awards, years of continuous service for both hourly rate and salaried employees. Although it is true that many of those to be recognized came from other Divisions of General Motors, we believe the establishment of this practice will have an important influence on younger personnel.

In the over-all, this particular theme did not show a high degree of sensitivity. The explanations for a Division's index could be found fairly easily. An additional factor that tended to reduce the sizes of groups that would have long service lies in the eligibility rules for MJC itself, since only non-exempt employees were eligible to participate.

Companies considering recognition plans for long service employees would do well to consider carefully the type and nature of recognition they are going to install. Presentation of symbol-value trophies may not produce the kind of reaction among employees that would result from something they could use, or a special benefit.

PRIDE IN STABILITY OF COMPANY

The reputation for stability that a company has in a community is a complex of many contributing factors. Rumors in the community that a company is moving out of town may spread rapidly. Such rumors frequently have no substance and are based on normal expansion where a new plant, in addition to present facilities, is being opened in another town or another state. Certainly when local management has knowledge of rumors it should take steps to inform its employee group of the facts.

This theme tended to be more stable in old well-established Divisions with years in their particular communities. Local management had logical interpretations of their relative indices. A few examples will suffice to show the differences. Division #13, with an index of +245, says:

Over the years in the various plants of Division #13, it has been characteristic of its employees to take pride in the Company. This was more noticeable prior to the war than since that time. We believe, however, that there are enough old-timers still working who have sufficient pride in the Company to make their feeling known in a contest like the "MJC."

It is easy to detect a slight note of nostalgia in Division #13's reference to pre-war conditions. However, this Division—with a long history of quality products—is by the nature of its operation more likely to have large numbers of younger workers, and less likely to build up a sizeable pool of older workers. Division #81, with an index of +122, is a service operation with many offices throughout the United States. They take credit for their standing on this theme:

This reaction possibly reflects the recognition of our employees of the long period of years we have been in business. Possibly it also takes into account the continuing and aggressive program we follow to obtain our share of the available business. During the war, we contracted substantially, but in so doing, we endeavored to protect our people through various types of leaves of absence until the day when, with the return

of peacetime production, we could reinstate them to active duty as quickly as possible and without loss of length of service. It is worth mentioning that we assisted upwards of 1,200 employees to obtain war work within and without GENERAL MOTORS. It is probable, therefore, that this factor also entered into the relatively high percentage of comments.

Division #81 indicates continuing pursuance of their program to provide stability for their operation:

We regard the improvement of our service to our customers as a continuing challenge. We propose to meet this by exerting every effort to constantly improve our service and thus maintain it as the outstanding service of its kind. In doing this, we will, at the same time, continue to foster this feeling of pride and confidence in the stability of our organization.

Division #42, with an index of -77, has had rumors due to a new plant opening up in another section of the country.

A new western plant being added by this Division and the resultant speculation by townspeople about Division #42's future prospects in this section of the country has had its influence.

However, Division #42 has followed an active program to offset community speculation and also to fortify employee awareness of the facts:

An open letter from the General Manager to the press, which was highlighted in bold headlines as a front page story, has dispelled most of this speculation.

We are trying to keep employees constantly informed of General Motors' leading position in the industrial world through such events as the "Previews of Progress" shown last fall, the "Train of Tomorrow" being shown this fall, and through stimulating greater interest in *GM Folks* magazine.

Since Division #42 does not have an easily identified end product, they are attempting to build a strong identification with General Motors to support feelings of stability among the employees.

To the employees, as well as the local citizenry, participation in community affairs by members of the top management group will go far to allay fears that the only purpose for location

in that particular community is to exploit it as much as possible. Unless there is an active nucleus of local Divisional personnel who are concerned about things of importance to the community, the plant can easily be looked upon by the citizenry as temporary and isolated from the real life of the community. This is getting down to the "grass roots" of the factors contributing to a reputation of stability for an industrial enterprise.

OPPORTUNITY FOR ADVANCEMENT

Although promotional opportunities are greater in a newly established Division in an era of rapid expansion, there is still need to carefully program a system under which presently employed workers have the first opportunity to compete for openings. Probably the mere fact that opportunities for advancement exist in an organization can stimulate the worker only if he feels he has an equitable chance to get the promotion. Some of the General Motors Divisions have studied their attrition rates over a long period of time and schedule promotions and new hires on a clearly established basis—the employees are fully aware of the percentage of new hires who will be absorbed at certain levels and why it is necessary to take in new people.

Not everyone who is employed by an organization can attain the number one position in that Division—nor do they normally expect that they shall. Also, not all employees are ambitious enough to forego personal convenience and pleasure in order to assume extra responsibilities. And, of course, there is undoubtedly in business and industry a substantially sized group who are unable to determine where they want to go—what jobs they would like to have.

This suggests that management can take a very positive viewpoint towards explaining its promotional policies carefully, so that no one in the organization can have any doubt as to why some promotions come from within, whereas some jobs are filled by "outsiders." An important provision of promotional policy lies in the handling to be given when extensive

layoffs become necessary and there is in consequence a considerable amount of downgrading. The best of promotional practice will be scuttled if care is not taken during a period of retrenchment.

Employees, as a rule, like to work for organizations with opportunities for promotion. Although many might not be desirous of moving on to another job, practically every employee likes to feel that he has the chance to get ahead—in fact, opportunity is a basic ingredient of the *private* enterprise system.

Division's explanations for their indices varied widely. Although all of the Divisions professed having definite policies, their application differed. Division #67, with an index of +97 said:

Because this is a new and growing Division and was especially so at the time of the MJC contest, many promotions were made, both on hourly and salary, which was a good indication to all employees that the opportunities for advancement were good.

Division #45, with an index of +93, attributed its standing to expanded post-war opportunities:

While it has always been the policy to promote capable non-exempt employees to salaried positions when openings have been available, we have had unusual opportunities to do this during the past three to five years. Our sales force, reduced during the war years, has been expanded to normal level since the war. In addition, we have increased the number of foreman jobs since the war's end. Many, or most, of these jobs have been filled through promotion of non-exempt employees. This also resulted in other employees being transferred to higher rated jobs vacated by promoted employees. Further, our increased business required some increase in higher rated salaried positions, which positions have been filled mainly through promotions.

Division #45, fully aware of the opportunities afforded by its expanding business, has not missed the chance to keep its employees informed as to promotions and new opportunities. By following wherever feasible the promotion-from-within policy they have demonstrated objectively to their employees the opportunities that exist.

Division #48, with an index of +85, were pleased to learn of employee recognition of promotional opportunities within the Division:

Frequency of this comment is one of the most gratifying and suggests a highly desirable attitude on the part of our employees, namely an awareness of the opportunity to progress on an individual basis through working for Division #48. Probable reason for large number of comments is the fact that this Division has expanded more than two-fold as to both the number of employees and the number of units produced, with the result that job opportunities have opened up on a wide scale and a large percentage of our employees have themselves experienced advancement to a better job.

Division #48 recently underwent a radical curtailment of production schedules and was faced with the problem of an extensive layoff. This necessitated considerable downgrading, particularly in the lower ranks of supervision. They have, however, created "pools" of qualified workers from which they will recruit for promotions when production schedules are again advanced. Depending on the skill with which they were able to handle their cutbacks, employees would remain convinced that promotional opportunities in Division #48 were good, and that the immediate downgrading resulted from expediency, not a shift of attitude on the part of management.

Division #35, with an index of -160, logically discussed their standing:

Several factors probably influence this theme:

1. A large percentage of employees are women, and the opportunities for advancement of female employees are limited.
2. Being a large Division, the individual employee does not have the opportunity to become acquainted with the over-all picture.
3. Related to this, we probably have failed to publicize advancements at the lower levels as we might have done.

Division #35 intends to take a step in the direction of publicizing lower-level promotions:

It is planned that lower level advancements shall be given publicity in our plant paper, and in publicity releases wherever possible to the local press.

Division #36, with an index of -101, was not too pleased with its rating, but could visualize an explanation:

We are somewhat surprised and disappointed at this low rating. Practically all of our foremen (they now number about 175) "came up from the ranks." There are, we believe, excellent opportunities here to advance to supervisory jobs, but it must be admitted that the opportunities for most of our men to advance to better hourly rated jobs are limited. Another reason for this low rating is doubtless the lack of publicity in the past when men were advanced from hourly rate to junior supervisory positions.

Division #36 does have a difficult problem if the structure of their hourly rated job classifications is such that the employes cannot recognize a promotional ladder. However, Division #36 says that they believe the opportunities for promotion into supervision are good, and further admits that in the past they have not publicized such promotions. This would seem to be a solid basis for a program to sell employes on the promotional opportunities into supervision. It would also appear indicated that Division #36 carefully study their hourly rate jobs to determine whether or not they could make alterations feasibly that would give the employe some sense of advancement as he changed jobs.

Regardless of size, management must face the need to publicize—within reasonable limits—the opportunities present within its organization for individual improvement and increase in status. Since our American system of business depends so much on individual initiative and ingenuity, it becomes even more important that we provide the individual worker with promotional incentives to guarantee that these basic ingredients of our system will be kept alive and active. If the worker cannot see the opportunities, it then becomes management's responsibility to call them to his attention.

INSURANCE PLANS

Within General Motors the insurance plans made available to all employees are uniform for the entire Corporation. Consequently, all Divisions have in common the same plan. Differences that exist between Divisions, then, must be due to the means and manner by which the plan is administered locally.

The history of industrial insurance plans for employees has demonstrated an increasing rate of participation. It is not unusual to find that most of the General Motors units have participating rates above 90% of the employee group eligible. Most employees are fully aware of the various plans, and particularly if they have worked for a number of different organizations, can make comparisons. The general practice has been for employees to share in the cost of the insurance plans. However, this cost is far less than the same amount of insurance would be if the employee were to solicit the insurance as an individual, rather than as a member of a company group policy.

Most people buy insurance with less sophistication than they would enter a game of poker. Probably the public at large is as confused about insurance as they are about many other economic factors. Companies that explain insurance and administer programs that increase employee understanding will gain a vote of confidence from the employees. Companies that treat insurance plans as "just another employee benefit" will find a disinterested attitude among their employee group.

Division #35, with an index of +168, attributes their standing to continuing efforts to call to the employee's mind advantages of participation:

Division #35 has made considerable effort in promoting the insurance programs through its line supervision and through publicity media. Our insurance plan also is generally superior to insurance plans offered by other industries in the community.

Division #36, with an index of +125, likewise aggressively administers its program:

For many years our policy has been to try to sell our insurance plan "one hundred per cent" to our employees. Our Insurance

Department has done an excellent job in the prompt handling of death claims, and the handling of claims for illness benefits has been courteous, prompt and considerate. When the new insurance plan was presented to our employees last year, a very thorough approach was made through individual contacts with all employees by members of supervision.

Division #42, with an index of +111, feels that the success of their plan lies completely in the method by which the plan is administered locally:

This is the same Group Insurance all Divisions have and any mention above average could only be attributable to efficient and courteous administration of the plan locally. Group insurance benefits have averaged over \$30,000 a month. Over 95% of employees are enrolled. The Mutual Aid, a non-profit employee organization which pays sickness and death benefits is also popular.

The problem of a plant employing many ex-G.I.'s is brought out by Division #57, explaining their index of -59:

Since the end of the war, this plant has increased its employment by nearly 2,000 men. Most of these people were ex-G.I.'s and other young men. A check on the acceptance and enrollment in our insurance showed two major lines of thought among these new employees:

1. A number of the boys were continuing their G.I. insurance and were of the opinion they would be taken care of under any and all conditions.
2. A number of young men did not realize the importance of insurance inasmuch as many of them had no dependents other than themselves.

As a result of this investigation, Division #57 has undertaken a program:

A program was undertaken and is as follows:

1. Prospective applicants during interview for employment are "sounded out" on possible acceptance of the group insurance plans.
2. The write-up clerks were given training in telling and selling the benefits of group insurance.

Result: increased enrollment in the plans jumped from about 40% to over 90%. We believe this also helps a little in reducing labor turnover.

The important element in Division #57's program, of course, is an obvious one. By training the personnel who talk to new hires and present employees about insurance, more interest is apparent on the part of management in providing the employee with a good, sound program of group insurance. If the clerks who sell the insurance are not convinced, and do not know well the product they sell, they certainly make poor salesmen.

TRAINING, EDUCATION, AND EXPERIENCE

An integral part of the development program which produces a sound promotion-from-within policy is the extent to which opportunities are provided for training within the organization. General Motors has been fortunate in having the General Motors Institute staff available to consult at any time with local managements who have specific training problems. The Divisions located in Flint have been able to make available to their employees extensive part-time training programs that in many instances have markedly assisted those employees' progress. Although within most Divisions, major emphasis has been placed on supervisory and management training, many lay heavy stress on their cooperative and apprentice training programs. In many instances, local managements have made arrangements with the local schools to provide evening classes for their employees. Equipment, and in some instances personnel, have been made available when needed by the local schools.

However, for the most part, training within General Motors' operating units, at least insofar as the rank-and-file worker is concerned, is of necessity on-the-job training. This is probably due to the fact that a great many of the jobs are such that training time is relatively short, as compared with some of the trades or professions, where long periods of apprentice training are necessary.

Division #66, with an index of +2, presents a common problem:

About the longest cycle operation we have in any of our plants is less than one minute duration and these operations are made up generally of elements of 3 to 10 or 12 seconds. The entire cycle being made up of identical repetition of these elements. This means that new employes with only the training necessary to handle simple tools such as pliers, screw drivers, soldering irons, etc., can quickly master their operation cycle. In the case of more skilled jobs such as Tool Room or automatic screw machines, we have operated an apprentice plan since the origin of our Division.

Division #62, with an index of +69, has many complex jobs with excellent on-the-job training opportunities:

The expansion of the business has enabled many employes to gain training and experience and to fit themselves for better jobs. A very large percentage of supervision are former hourly rated employes.

To keep this program alive, Division #62 proposes:

To encourage and publicize on-the-job training. To work with local schools to sponsor educational courses to help employes.

Division #11, with an index of +14, says:

1. All other things being equal, it has been one of our policies to select the sons of employes for our Apprentice and Co-operative Programs.
2. It has been impressed upon apprentices that although they are being trained to be skilled tradesmen, we are confidently expecting that many will later become supervisors.
3. The knowledge that our policy is to promote from within the organization should encourage a man to learn all he could about his job.

We think these are some of the reasons Division #11 employes would think well of their opportunities for training and learning on the job.

Division #58, with an index of -12, has reduced its training program since the war and feels that this plays a strong role in their standing:

During the war, our training program, and our education-and-experience-record system, were two of the most prominent activities of the Division. It is obvious that the contrast between the amount of activity now in the training field, compared to the amount that most of our people were accustomed to during the war, could create a negative attitude. This condition is unfortunate, because the training that we are doing now, which is in line with our present operation, does not create as strong an impression upon the employee as he was accustomed to.

Division #58 plans a more intensive publicity program on their training activities:

More publicity through the plant paper is being undertaken to promote the present training programs, and to encourage our employees to realize how much importance is placed upon the educational and work-experience records maintained by the training department.

Division #42, with an index of -147, admits that stress on training within their operation is on supervisory and cooperative or apprentice groups, and consequently would not be noted by the MJC eligibles as reasons for liking their jobs:

Most of the training activities in this Division are carried on with supervisory groups and other specialized groups such as apprentices, General Motors Institute cooperative students, and college graduate trainees. Most jobs in our plants do not require much skill and are learned without detailed or intensified training.

They are, however, going to keep all employees informed as to the types of training that are provided:

In recent issues of the *Division #42 News*, articles with pictures have appeared describing some of our training programs.

The liberal advantages of the G.I. Bill have introduced a new era in mass education, over and beyond education on the college level. More and more communities are developing excellent programs of adult education. It would behoove industry to concern itself more with community adult education pro-

grams, preferably integrating such programs with opportunities for self-development of their employes on-the-job. Such support on the part of industry, even though not on a financial basis, would indicate to employes that management was vitally concerned with the development of each and every employe interested in getting ahead.

SUPERVISION

In retrospect, it was not surprising that 47.9% of all MJC entrants mentioned "supervision" as a reason for liking their job. To the employe, his supervisor represents the company, since he is in daily contact with the supervisor and receives his instructions and guidance from the supervisor. Because of the gross mention of supervision, it was not a particularly sensitive theme in differentiating between the Divisions. In fact, the index values for all of the Divisions had a very narrow range, from +38 to -65. Studies now in progress are exploring some of the really valuable data about supervision, for within the theme "supervision" reside many different specific reactions to supervision—some employes saying "He's a good Joe" while others say "He knows his stuff." This range of description connotes significant psychological differences in the way supervisors handle their employes. The supervisor who is a good technician, but is relatively inept in dealing with the emotional needs of the employe, will receive respectful mention as a factor in the employe's liking for his job, but it will be a more guarded and reserved mention than is the case where the supervisor not only knows his job, but also is the type of person with whom the employe feels perfectly relaxed and confident in discussing both personal and job problems.

Very few in industrial management fail to recognize the importance of the first line supervisor. Considerable expense has been involved in attempting to better select, place, and train supervision. Especially nebulous has been the effort to train supervisors in "human relations" since this whole area is so intimately a part of the supervisor's own emotional life and

is subject to his blind spots. That good supervision pays off in terms of increased efficiency and productivity is an obvious fact few could deny. And employes themselves, although they may find it difficult to verbalize their reactions, respond in kind to the quality of supervision under which they work daily. The supervisor-employe relationship is the most potentially fruitful ground on which to build a solid program of employe relations—all other features of an employe relations program, such as, a suggestion plan, safety, personnel practices, suitable placement, communication, pride in doing a good job, training, and attitude toward work are only as strong as the supervisor-employe relationship.

Division #11, with an index of +38, ranked at the top of the list. This is an old, established Division which has given considerable thought to its supervisory problems:

The process of selection, trial, and elimination that goes on in any well-managed supervisory force has been in operation at Division #11 for more years than in the average GM Division. Many supervisors have 20 or more successful years of handling problems and people. Employes have had time to know supervision and learn to have confidence in their ability and attitude.

In addition, Division #11 has, for the past six years, maintained a Management Training Program of weekly meetings which affords an opportunity for all supervision to discuss their current job problems on a conference basis.

Also, upon their Superintendent's recommendation, the names of supervisors returned to day-rate jobs because of job elimination are placed in the "Foreman's Pool." We believe the realization that there is a "Foreman's Pool" helps to maintain the supervisor's morale from a security standpoint, and, consequently, the respect accorded him by his employes is enhanced.

Division #57, with an index of +9, places considerable emphasis upon promotion-from-the-ranks and also on ability to handle people:

We believe the favorable comment about *supervision* is due in part to our program of *promotion-from-within*, as most of our

supervisors were former rank-and-file employees; the remaining rank-and-file employees are undoubtedly pleased with the fact that one of the "fellas" is now a supervisor. Moreover, ability to handle people is a prime consideration in making promotions, and the favorable comment indicates that our supervisors are living up to our expectations on that score.

Division #67, with an index of -18, comments on the problem of supervision in a fairly new operation:

Employees are not likely to comment too favorably on supervision in new plants. Ordinarily, it takes long association with his employees before a supervisor gets to know his employees' differences and has an opportunity to build up good-will and trust on the part of employees. Employees almost always regard a new "boss" with a feeling somewhat akin to suspicion. Then, too, we have a considerable number of foremen who are not yet as familiar with General Motors' policies as they should be and are not yet as capable in supervising people as they will be after they receive the proper training.

Division #67 is placing extra emphasis on management training courses to help with the problem of rubbing off the newness of their supervision:

Supervisory training classes are being held in all of our new plants, and efforts are being made to build up the confidence and trust of employees in members of supervision.

Division #32, with an index of -47, explains their problem as growing out of the particular emphasis in their previous supervisory selection program:

Because of the technical nature of the products built, it was the practice of Division #32 to pick competent technical men for supervisors rather than men who were disposed by nature to practice good human relations. Evidently, this had its influence on the number of mentions of this item.

With this observation at hand, Division #32 plans to continue its training programs:

Continued executive training in the responsibilities of supervision will aid in this particular.

Making supervision feel that they are really part of the team, and helping them develop the skills in handling people that are so necessary to progress up the management ladder, will go far along lines of improving the supervisor-employee relationship. It should be emphasized that the supervisor does not have a need for knowledge nearly as much as he has a need for skills in the area of the psychological qualities of his job. Although knowing what to say to an employee is important, the textbooks cannot tell the supervisor when or how he is to say it—skill only results from practice and opportunities to relate facts with experience. Platitudes will always be platitudes to the supervisor, who must measure the worth of an idea in terms of its practicability. Training programs not clearly tied to ease of practical application will be of little use to supervisors.

OPEN HOUSE

Industry has found that the open house offers both public relations and employee relations values. Not only does such a program serve to acquaint the community with the reality of factory work, but it will—in most cases—assist in dispelling some of the stereotypes that may exist in the minds of people whose experience with factories is by hearsay only. The more important feature of the open house, however, lies in the opportunity for an employee to “show off” to his family the place he works and the job he does. The word picture that he describes his job with as he sits at the dinner table at home is a very inadequate substitute for the opportunity to *show* and demonstrate his job in its real setting to his family and friends. Those Divisions of General Motors that have held open houses have, almost without exception, been amazed at the high level of employee interest in these affairs, and the remarkable enthusiasm demonstrated by their families. In the process of drifting around with many groups of employees and their families at an open house, a fairly recurrent comment is: “See, that’s the job I used to have . . . that machine over there. I’ve been on this one now for two years and my boss told me that if I kept up

like I have been I'll get to work on that machine over there. I'm going to move around and get a chance to learn how to run a lot of jobs. Who knows, maybe I'll be a Foreman some day!" Or, an even more possessive attitude is evidenced when an employe is overheard saying: "This is *my* job." As employes and their families enter the plant gate, a common comment by children is: "Where's YOUR machine, Daddy?"

Obviously, the theme "open house" was sensitive chiefly in those Divisions which had held open houses. Division #32, with an index of +304, held an open house just prior to MJC. Consequently, it was fresh in the minds of the MJC participants as they wrote their letters:

Because of the fact that we were building a product which was for the war and, therefore, was secret in nature, it had been impossible for us to have an open house and permit our employes and their families to see various sections of the plant until May 19, 1947. Therefore, just three months prior to the opening of the MJC contest, we had held an Open House, which was attended by approximately 40,000 employes, their families and friends, which in our opinion accounts for the high number of mentions of this item.

Division #62, with an index of +89, combined an open house with their 25th Anniversary while MJC was in progress, thus explaining their high mention:

An open house for all employes was held during our 25th Anniversary in October, 1947. The coincidence of the anniversary with the MJC contest may account partially for the relatively high score, but the attendance—over 20,000—and the many favorable comments and obvious pride in the work place are attributable to a real pride in being part of an organization building a world famous product.

Management satisfaction with this employe reaction is evidenced in Division #62's future plans:

Plan to repeat open houses, inspections, etc., at appropriate times. A most successful open house was conducted at our Plant #2 over the Memorial Day Holiday.

Division #35, with an index of -24, attributes this score to the fact that they had not held an open house for years:

For many years, because of the physical problems of arranging an open house for our large group of plants, Division #35 has not held an open house.

However, plans are in the offing:

An open house has already been considered when our new cafeterias are completed.

The programming of open houses has such obvious employee relations values that their suggested use hardly seems necessary. Such affairs should be well planned, with members of top management available, even functioning as guides for the employee-family groups. Refreshments and souvenirs add to the festive spirit and give further evidence of management's interest in the event.

SECURITY

Security is a factor with distinctly individual flavor. What to one employee may constitute elements or ingredients of security, may have virtually little real meaning to another employee. For purposes of MJC coding, comments had to either mention security as such, or attribute a feeling of security as a result of some specific factor. Such a comment as "I can always count on that check when I need it" connotes security feelings. Or, "The life insurance policy partly paid for by the company gives me a feeling of security." The 21.5% of MJC participants mentioning "security" as a theme for the most part tied in their feeling of security with a specific cause or factor. Identification with General Motors in itself gave some a feeling of security.

What security means to the employee is difficult to delineate. Surveys encounter inherent difficulties in their attempts to measure security, since the term has such powerful and intangible emotional overtones. In MJC, "security" as a theme was not particularly sensitive, with the indices ranging from

+81 to -45. Divisions likewise found it difficult to explain their scores on the theme, due to its inherently elusive qualities. However, those who attempted to explain, covered some of the situations they believed responsible for employee security in their Division.

Division #81, with an index of +81, is a very stable, closely knit operation of a service type. Although dependent upon manufacturing activities, they build their organization on the basis of service. Their comment reflected the attitudes of management toward the security aspects of work within Division #81:

The reactions here would seem to tie in, to some degree with certain of the elements previously commented upon. In any event, this would seem to definitely reflect employee confidence in Division #81 and General Motors as a whole as offering more than ordinary security over the years. In Division #81, we have a large number of employees who have been with us for many years. With the growth which we have enjoyed in the last two years, the percentage of "Old-Timers" to total personnel is relatively small, but quite a number of our MJC participants enjoy service records extending over long periods of time. There is another important factor which we feel accounts for this reaction. It has been our policy from inception to hire beginners, train them and thus fill all promotions from within the organization instead of hiring outsiders. This, undoubtedly, has fostered a feeling of security surpassing that which exists in many other organizations.

In further attesting to the factors contributing to feelings of employee security, Division #81 describes action to further continue and promote feelings of security:

Barring serious disturbance in the economic picture, Division #81's record of security down the years presents an impressive picture to our people. We have also made it a point to focus attention on length of service by extending special recognition to those who reach various service milestones. For example, all of our major units maintain bronze service plaques bearing the name plates of employees in service brackets of five-year multiples. Other individual forms of recognition are ex-

tended at service periods of 15 years and 25 years. While these activities may not be directly related to the factor of Security, they do, nevertheless, serve to focus attention on continuity of employment and, in this way, perhaps encourage more thinking in the direction of Security. Naturally, we also propose to continue the employment policy which has proved worth while.

Division #66, with an index of -18 , attributes its score to age groups of its work-force:

Due to the fact that a large percentage of our employes are younger people, it is not felt that the topic of "security" is as consciously important to them as it would be to a group of older workers.

Since the theme was not too sensitive, it was not surprising to note that the Divisions with a higher proportion of older workers showed no significant deviations from the Corporation average.

Division #47, with an index of -16 , relates its security score to rumors:

Lack of mention of job security may be attributed to the constant rumor that Division #47 is going to move out of the state.

Since security is an intangible, with each individual having his own particular yardstick, there is little that management can do to build this quality into jobs. Security, however, is a very important ingredient of a solid employee relations program when considered in its broader psychological sense. Security, in that connotation, is a quality of the employee-employer relationship which gives to the individual the feeling that he is being given a fair chance to utilize his skills so that his importance to the employer will guarantee acceptance and growth commensurate with his contribution. Psychological security is not related to permanence, but is a quality of the emotional relationship revolving around acceptance and recognition of status needs.

WAGES

Wages were mentioned by 40.9% of the employes and appear to be quite obvious in any coding of reasons for liking a job.

Mention of wages, however, was not sensitive, as a range of indices of +127 to -98 would indicate. The reasons for this are apparent when the wage structure is studied, for the lower level salary jobs operate within fairly well-defined limits, while the hourly rated jobs are—for the most part—a subject of bargaining with the unions. Wages among the group who participated in MJC are also influenced strongly by the going rates within the employee's community for comparable jobs. An employee might mention that his wages were in line for comparable jobs, and express appreciation for the opportunity to work and maintain a steady income, without revealing his real attitudes toward his wage. The economic factor of the job, while giving evidence of the material value attached to the work by management, is only one facet of the employee's reaction to his job. It is usually the most obvious and apparently the most objective quality about which he will express discontent, but complaints about wages are more frequently only symptoms of more basic ruptures in the employee-employer relationship. The chief contribution of the MJC technique over traditional survey methods is to place employee reaction to wages in its proper perspective—as only one of many symptoms of the excellence or malaise of the employee-employer relationship.

Division #35, with an index of +127, explains its score easily:

Being in a rural area, Division #35's wages more than compare favorably with earnings of other workers in the area.

This same condition does not exist in Division #12, with an index of -98, and they attribute their low score to location in a highly industrialized, urban center:

Division #12 is located in a highly industrialized community and, while compensation rates are comparable to the average in industry, they are not outstanding. For this reason it would be unlikely that wages as such would be considered sufficiently attractive to be selected as a reason for liking the job. In General Motors' plants in smaller cities, the reverse is probably

true. Wages in such General Motors plants certainly compare very favorably with those paid in the small non-manufacturing businesses.

Again, it is probably doubtful that management can capitalize on wages as a part of an employee relations program, except as they consider wages always in their proper perspective. It is just as foolish to completely overlook the value of the wage to the individual employee as it is to place too much emphasis on it. Unless the Division is far out of line in terms of local conditions, or is operating under conditions beyond its immediate management control, wages should not be a matter of major concern. More important than the actual wage itself is the employee's attitude toward his wage, for this may indicate quickly dissatisfaction with some other aspect of his job or his work situation. It is in the quick investigation of wage dissatisfaction as a symptom of inadequate employee relations that management will derive maximum constructive values.

INFORMATION SERVICES

This theme, as coded, included mention of plant newspapers, the General Motors publications, letters from management to employes, bulletin boards, posters, employee handbooks, and booklets. Since 32 of the General Motors Divisions have plant newspapers, many of which have been published for many years, a basic system of printed communication is established at the plant level. *GM Folks*, a publication of Employee Relations Staff in Detroit, is circulated to all GM employes across the country. In general, this theme appeared to be most sensitive in plants having local newspapers or magazines.

The printed word is certainly one of the most practical and basic tools for communication where large employee groups are concerned. It has the added advantage of quick and easy accessibility to the employee at home via the mails. A recent outgrowth of research interest in printed media has been a careful study of all of GM's plant newspapers and employee handbooks from the standpoint of content and readability. A

further experiment, now in progress, is the use of booklet racks in the plants, carefully selecting a series of booklets of interest and value to the employees. During the first 16 months, more than 12 million copies of 105 different booklets were distributed to almost 400,000 employees through about 1,000 of these booklet racks in more than 113 General Motors plants. The objective of any printed communication system is to inform the employees, giving them information they need to better understand their job, their company, and their country. Such media must, of course, carry other items in order to maintain employee interest and to escape the justifiable accusation of being only a propagandistic tool.

Division #41, with an index of +533, explained its standing:

Plant newspaper and *GM Folks* mailed regularly to employees' homes. Employee reporters chosen from various Departments. Bulletin boards kept timely with shop notices and poster services.

The important element in Division #41's program is that of employee participation and constant effort to fill employee needs and satisfy employee interests. In addition Division #41 has future plans:

To plan to enlarge plant newspaper, when news items and photographs require more space.

Division #57, with an index of +107, has carefully selected its plant paper editor in order to keep in tune with employee interests. That he is doing a commendable job is evidenced in the employee vote of confidence:

We have many bulletin boards placed in strategic spots throughout the plant and every effort is made to keep these postings up-to-date with notices of interest to employees. Our plant paper editor does an exceptional job in printing items and news of personal and local interest. Our house organ is exceptionally well received and always looked forward to by our employees. From time to time, messages and bulletins are mailed

to the homes of employees. "Take one" boxes are located throughout the plant with pass-out pieces being made available through this medium.

Division #37, with an index of 0, discussed its non-significant score:

With the exception of Division 37's plant paper, the publication of which has been interrupted, we have no planned information service for our employees on a Divisional basis.

In looking to the future, Division #37 says:

Publication of Division 37's plant paper is being resumed and both it and *GM Folks* will be mailed directly to the homes of our employees. The *Executive Bulletin* is being regularly distributed in this manner, as of course is the *Annual Report to Employees*. Problems in this area are receiving increasing attention.

Division #16 took their index of -11 as indicative that their plant paper was not appealing to the individual employees and decided to take action:

Efforts are being made to furnish information of a more personal nature. For instance, since the close of the contest a "Want Ad" section has been added and considerable space is being given to employee hobbies, etc.

As a rule, management is inclined to use the area of information services as a means of telling employees what management wants them to know. Such a practice is all right insofar as employee needs and interests can be met as well. Use of newspapers, booklets, posters, and letters should be paralleled by careful study to determine whether or not the target is being hit—defining the target may well be management's job, but to assist management in defining the target one can hardly overlook the rather important reality that unless the employee is motivated to read the material it cannot perform an employee relations job for management. Care should be exercised that communications are not developed only to impress management, with the employee running a poor second.

PERSONNEL DEPARTMENT

The theme "Personnel Department" was a low mention item since only 3.6% of MJC participants discussed it. Likewise, the range of indices from +158 to -73 indicated that as a theme it was not too significant. However, it is included here to show how different Divisions interpreted their indices. Some chose to consider high mention as indorsement of a job well-done, whereas others took a low index as an evidence that they had been successful in subordinating the personnel activity as a staff activity and had thereby strengthened the line organization by supporting the supervisor as the personnel representative in the employe's mind.

Division #58, with an index of +158, stood at the head of the list:

Every effort is made to assure all employes that the personnel function of Division #58 is more than just a record office. While accurate and complete records are kept here, the Personnel Department puts this personal touch in the word "personnel" in three ways:

1. All members of the Personnel Department are chosen because of their personality, humble attitude toward those in the shop, and their desire to help others, in addition to their ability to do their jobs.
2. The special services rendered by the Department such as free legal advice for those in need, car license plate service, tax forms, personal counseling, etc.
3. A never-ceasing drive to remind the supervision and those with responsibility that the Personnel Department is always ready and eager to help them with their personnel problems.

Division #60, with an index of +11, takes a bow for its rating:

We believe that most of our troubles stem from "people's problems" and on that basis have tried to develop a friendly and sympathetic attitude toward all personnel problems where our employes are involved. We think of ourselves as a service organization so far as the employes are concerned. Division #60

has tried to follow the thinking that we are all representing Division #60 individually and therefore must do a job that will reflect back to the credit of Management.

Division #11, with an index of -35, states:

We believe the answer may be in the difference between the types of personnel programs of the Division. One program may successfully handle all of the essential employee services and yet not include the more spectacular activities which would advertise the Personnel Department to the employees. A sufficient number of the Divisions may have had programs which included pageants, banquets, service award distributions, parades, field days, and other such events (which we have not stressed) to result in our having a minus rating.

Division #35, with an index of -73, apparently considered their score as a commendation and as evidence that their personnel philosophy was actually working:

For the most part, Division 35's employees do not come into direct contact with the Personnel Department. Policy has been to assist and offer a service to foremen, rather than take their place from a personnel standpoint. This is in contrast to a more paternalistic policy adopted by some plants, where the employees are in more frequent contact with the Personnel Department.

Management should review what it considers its personnel function to be and then be certain that it is as consistent as possible. Obviously, as a staff function, personnel is in a far stronger position as it is able to serve and develop the supervisor and the line organization along lines of thought that are based on sound personnel operating policies. This is the type of activity which probably should be less likely to come to the employee's mind, particularly if personnel is really functioning as a staff service.

SUITABLE PLACEMENT

The fact that only 5.4% of the employees actually mentioned suitable placement as a reason for liking their jobs might at

first glance indicate that it was not an important factor in their jobs. However, when considering the fact that this theme was also mentioned with other job related themes of definite psychological meaning, it becomes more significant. It goes almost without saying that the type of industry found in General Motors has selection as only a minor problem. The far more difficult task is that of placement suitable to the temperament of the individual and of the group. It is not in increased skills that many of the jobs in General Motors will become more efficient and productive, but in increased motivation on the part of the employes. An employe may be able to adjust to a far wider variety of jobs than he would be actually happy and contented on, so the important element in future placement efforts is to find means by which a man can be most effectively placed where he will perform at his optimum.

The Divisions reacted differently to this theme, reflecting local problems. However, all stressed the importance of placement.

Division #62, with an index of +8 said:

An honest effort is made to fit a man into a line of work for which he is qualified by transfer, upgrading, training, etc., so as to make him a satisfied workman, doing good work that he likes.

For the future, Division #62 intends:

To refine selection procedures through pre-employment testing. To formalize procedures and establish records to do a better job of transferring and promoting.

Division #47, with an index of -20, had a ready explanation:

Relatively few of our jobs are skilled ones and many of them are repetitious operations. The fact that there were so few comments on suitable placement might mean that the placement has been good. For those who have been removed from a disagreeable job or one for which they were not suited, to a job where they fit better, suitable placement would be a factor and would be mentioned.

Division #63, with an index of -5, felt themselves the victim of circumstances:

With the shrinkage of production schedules after the war, there was a drastic reduction in the working force and many employees were transferred in line with their seniority to a less desirable job. Naturally this type of rearrangement of personnel does not make the employee too happy with his job placement even though he does have a sense of security through his seniority. Invariably, he does everything in his power to get back what he calls his old job.

In explaining their action on this theme, Division #63 says:

We are attempting to stabilize our production schedules to a point where our employees will have a reasonably steady work schedule. Also, we are transferring desirable employees in line with the provisions outlined in the National Union agreement.

The potential values of suitable placement to a well adjusted work force cannot be overemphasized. Since his job is the focus of his efforts for the company, it is obvious that the job itself and the conditions surrounding that job, are the main influencers of the employee's attitude toward the company. This is an obvious understatement of a very complex problem—that of worker attitudes toward work—but the roadmarks are already plainly indicated demonstrating that job placement is a very vital element in work satisfaction.

MJC is but a first step in the direction of learning more about the qualities of suitable placement. Additional leverage on this problem will emerge as more attention is centered on finding out specifically from the worker those things that create for him a satisfactory and suitable work placement.

REPORTING BACK TO LOCAL MANAGERMENTS.

After the Divisional reports were analyzed, it became evident that there would be considerable merit in taking back a summary of the over-all findings to local Divisional management.

This summary was built around six basic principles that Mr.

Charles E. Wilson, president of General Motors, outlined in an executive conference held at Detroit in 1945.

To make this analysis available to General Motors operating management, a condensed report was developed from this summary of the MJC overall findings. This report was presented to the operating management of each Division through a personal contact. At this time, discussions were carried out on any employee relations areas the local management desired to pursue in further detail.

Six Basic General Motors Principles

To assure the continuing success of General Motors and to maintain our competitive position, there are six principles of policies that we believe must be followed and fully developed.

1 *Put the Right People in the Right Places*

The careful selection and placement of employees to make sure that they are physically, mentally and temperamentally fitted to the jobs they are expected to do; to make sure that new employees can be reasonably expected to develop into desirable employees, and so that there will be a minimum number of square pegs in round holes.

2 *Train Everyone for the Job to be Done*

The education and training of employees in the business, so that they will individually qualify for better jobs, so that their accomplishments will be limited only by their ambitions and abilities, and so that they will be able to do more efficiently the current work to which they are assigned.

3 *Make the Organization a Coordinated Team*

The effective organization of the employees of the corporation into operating units; the coordination and administration of these units, divisions and departments so that there will be a minimum amount of friction and non-productive or unnecessary work; the planning and organization of balanced facilities for the progressive manufacture of interchangeable parts; the proper control and direction of the whole enterprise without destroying the initiative of the individual employee.

4 *Supply the Right Tools and the Right Conditions*

The quality of tools, the facilities and the working conditions supplied for employees are highly important. The better the tools, facilities and working conditions, the more that can be produced with the same human effort and the lower the cost of the products. When this results, higher wages can be paid and more good jobs can be provided. So General Motors wants the best tools and facilities we know how to create, and is prepared to spend millions of dollars currently and in the future to acquire them.

5 *Give Security with Opportunity, Incentive, Recognition*

There must be individual application to the job in hand. To develop the maximum personal application to his job and his interest in it, each employee must have sound incentives to work. Such incentives include fair compensation, recognition for results achieved, reasonable security and, at the same time, opportunity and hope for advancement in the organization.

6 *Look Ahead, Plan Ahead.. for More and Better Things*

Superior products to be produced and distributed. These products must be attractive and meet the demands of customers. This requires research and a policy of continuing product development and improvement.

Following and developing these principles will help us to accomplish our objectives and enable General Motors to produce "More and Better Things for More People."

C. R. Wilson

SIX BASIC POINTS FOR EVALUATING EMPLOYE RELATIONS

A SUMMARY OF MJC FINDINGS

At the 1945 General Motors Executive Conference in Detroit, Mr. Wilson announced six basic principles that he believes, if conscientiously followed and fully developed, will assure continuing success and further progress.¹⁵ Each of these principles contains objectives for the improvement of Personnel and Employee Relations. Therefore, a measure of the progress that is being made on these principles should be helpful to management.

A SIMPLIFYING PROCESS

As will be recalled, the 58 themes used to code the My Job Contest letters had given the basis for reporting to each Division findings about its employes' attitudes toward their jobs and related conditions. Most of the Divisions made a thorough study of these findings, realistically comparing them with actual conditions in their plants as they knew them. Their reactions and comments provided information which contained common threads of reasoning and evaluation suggesting the possibility of a broader interpretation of the contest results.

The Divisions' responses were analyzed in various ways in an effort to produce the most useful summary of this material. It was this analysis that indicated the logic of reorganizing the themes into the categories covered by Mr. Wilson's six principles. This reorganization provides some indication of what the employe thinks of performance on these employe relations' objectives. Also, this simplification permits further emphasis on the positive in reviewing the Divisions' commitments to remedy conditions uncovered by MJC.

The reorganization was done on a logical—rather than a statistical—basis. Although in a few instances particular themes could have been classified under more than one of the six principles, care was taken to place each under only the one principle where it seemed to exert *primary* influence. This report presents, in a consistent pattern, under each principle:

FIRST— the related MJC themes

SECOND—the most common reasons for above-average performance

THIRD— the most common reasons for below-average performance

FOURTH—Divisions' recommendations for improvement

¹⁵ Figure 24 shows the six principles.

Six Basic General Motors Principles

1 *Put the Right People in the Right Places*

The careful selection and placement of employes to make sure that they are physically, mentally and temperamentally fitted to the jobs they are expected to do; to make sure that new employes can be reasonably expected to develop into desirable employes, and so that there will be a minimum number of square pegs in round holes.

RELATED MJC THEMES

1. Suitable placement
2. Attitude toward work
3. Kind of work
4. Comparison with other jobs
5. Associates

Most Common Reasons for Above-average Performance

Divisions receiving above-average scores on the five themes applying to Principle #1 believe that three points account for their high standings:

1. Their employes have a good understanding of their jobs.
2. They use well-working systems for checking personnel records.
3. They train members of supervision in methods of effective placement.

Most Common Reasons for Below-average Performance

1. Low skill jobs.
2. Limited available labor force.
3. Tendency to high turnover in new plants.

Divisions' Recommendations for Improvement

Regardless of whether they received above-average, median, or below-average scores, most Divisions were interested and cooperative in working

out remedial measures. Five things which they believe will help improve performance on the objectives of Principle #1 are:

1. Possible use of psychological tests to aid in the selection and placement of personnel.
2. Improve the matching of workers' qualifications to the needs of the job, or jobs.
3. Train foremen to recognize the values of good placement.
4. Improve personnel records to enable more efficient use of employees on the job.
5. Increase employee understanding of the job through training.

SIX BASIC GENERAL MOTORS PRINCIPLES

2 Train Everyone for the Job to be Done

The education and training of employees in the business, so that they will individually qualify for better jobs, so that their accomplishments will be limited only by their ambitions and abilities, and so that they will be able to do more efficiently the current work to which they are assigned.

RELATED MJC THEME

1. Training, education and experience.

Most Common Reasons for Above-average Performance

Almost without exception, those Divisions which ran up high scores placed major emphasis on the importance of training. In their reports they discussed steps which they had taken and were continuing to take to make employees aware of their opportunities. Cooperative activities in connection with General Motors Institute and in-plant apprentice programs were carried out enthusiastically. Employees are kept informed on the progress of their programs.

Most Common Reasons for Below-average Performance

1. Rapid expansion.
2. Frequent transfers due to changes in consumer demand.

Divisions' Recommendations for Improvement

To help their plants measure up to the requirements of Principle #2, Divisions have listed five things to be done:

1. Work with local schools to provide courses for employe self-improvement.
2. Train foremen in methods to improve on-the-job training.
3. Provide adequate personnel records to cover the experience and training of each employe.
4. Use plant paper to publicize training programs and individual promotions.
5. Use booklets to assist employe in broadening his knowledge.

SIX BASIC GENERAL MOTORS PRINCIPLES

3 Make the Organization a Coordinated Team

The effective organization of the employes of the corporation into operating units; the coordination and administration of these units, divisions and departments so that there will be a minimum amount of friction and non-productive or unnecessary work; the planning and organization of balanced facilities for the progressive manufacture of interchangeable parts; the proper control and direction of the whole enterprise without destroying the initiative of the individual employe.

RELATED MJC THEMES

1. Management
2. Supervision
3. Personnel policies
4. Personnel Department
5. Employe-employer relations
6. Teamwork—cooperation
7. Fair treatment
8. Non-discrimination
9. Comparison with other companies

Most Common Reasons for Above-average Performance

Among the Divisions scoring high on the items of Principle #3, emphasis on training foremen in human relations was apparent. Many told of their active interest in the subject, explaining that they took definite measures to make management well-known and well-accepted among the entire employe group. Divisions with many long service employes pointed out that strong bonds existed between all levels because of management's faithful

adherence to a promotion-from-within policy. They stressed the fact that they focused attention on the individual and publicized management's policy of fair and equitable treatment of all employees.

Some Divisions attributed their success as a management team to well-integrated training programs for developing executives. In such programs, all levels of management had opportunities to discuss current and long-range problems of business.

Most Common Reasons for Below-average Performance

1. Newness of plant or Division.
2. Large number of employees.

Divisions' Recommendations for Improvement

Looking ahead to fulfillment of Principle #3, Divisions suggested a six-point program.

1. To promote acquaintance, more active participation of management in employe functions.
2. To acquaint employees with the company and its policies, inauguration of training programs for non-supervisory employees.
3. Publication in plant papers of pictures and human-interest stories about members of management.
4. More emphasis on employe relations aspects of management's job in all executive training.
5. The stressing to first-line supervision of their responsibilities for making good employe relations.
6. Inauguration of training courses in successful human relations.

SIX BASIC GENERAL MOTORS PRINCIPLES

4 *Supply the Right Tools and the Right Conditions*

The quality of tools, the facilities and the working conditions supplied for employees are highly important. The better the tools, facilities and working conditions, the more that can be produced with the same human effort and the lower the cost of the products. When this results, higher wages can be paid and more good jobs can be provided. So General Motors wants the best tools and facilities we know how to create, and is prepared to spend millions of dollars currently and in the future to acquire them.

RELATED MJC THEMES

- | | |
|-------------------------------|-------------------------------------|
| 1. Safety | 11. Plant location & transportation |
| 2. Tools, equipment & methods | 12. Medical facilities |
| 3. Modern plant or office | 13. Hospitalization Plan |
| 4. Air & temperature | 14. Insurance Plan |
| 5. Lighting | 15. Working hours |
| 6. Cafeteria | 16. Rest periods |
| 7. Locker rooms | 17. Recreation |
| 8. Washrooms | 18. Parties & picnics |
| 9. Cleanliness | 19. Open House celebrations |
| 10. Parking facilities | 20. Information services |

Most Common Reasons for Above-average Performance

Responses from all the Divisions in the top flight of this category show that their managements make sincere and unflagging efforts to give extra attention to the task of providing satisfactory working conditions for their employes. Some Divisions ascribe their high ratings to the newness of their plants, or to recent remodeling and expansion. The older plants scoring well attribute their positions to their strict adherence to programs of alert maintenance of good facilities. The high scorers often administer their recreation programs through their employes, with active management support present, but unobtrusive. When considering the subject of facilities, they underscore "service to employes" as paramount.

Most Common Reasons for Below-average Performance

1. Old plant and/or facilities.
2. Type of work.

Divisions' Recommendations for Improvement

In order to remedy conditions discovered in the study of MJC letters and thus approach the standards of Principle #4, Divisions suggested the following:

1. More effective use of plant papers to inform employes.
2. Careful study of plant parties and picnics with an eye to extending their use.
3. Review of local recreation programs with a view to tailoring them closer to employes' tastes and desires.
4. Critical examination of plant eating facilities to determine what can be done to better them.

5. Study of plant medical facilities to improve service to employees.
6. Work with local transportation officials to obtain best possible service to employees.
7. Study of locker-room and washroom facilities to see that they are not only kept in tiptop condition but also are located, if possible, for employee convenience.
8. Increased emphasis on training all personnel in habits of safety.
9. Give careful attention to air, temperature and lighting conditions.
10. Stress insurance and hospital plans as services for the employee and also train personnel to administer the plans with this in mind.
11. Give consideration to open-house celebrations or plant tours as effective means of family identification with employee's job.

SIX BASIC GENERAL MOTORS PRINCIPLES

5 *Give Security with Opportunity,
Incentive, Recognition*

There must be individual application to the job in hand. To develop the maximum personal application to his job and his interest in it, each employee must have sound incentives to work. Such incentives include fair compensation, recognition for results achieved, reasonable security and, at the same time, opportunity and hope for advancement in the organization.

RELATED MJC THEMES

- | | |
|----------------------------------|-------------------------------|
| 1. Security | 9. Wages |
| 2. Steady work | 10. Benefits from wages |
| 3. Savings plan | 11. Suggestion Plan |
| 4. Pension plan | 12. Paid vacations |
| 5. Pride in stability of company | 13. Paid holidays |
| 6. Opportunity for advancement | 14. Pride in years of service |
| 7. Personal history | 15. Leaves of absence |
| 8. Success theme | 16. Seniority |

Most Common Reasons for Above-average Performance

All those Divisions that attained high scores in the incentive category reported consistent efforts to acquaint employees with the economic security benefits attached to working for a Division of General Motors. Most of them carefully follow a promotion-from-within policy.

The older Divisions explained that they had many long-service employees who would naturally stress the stability of their jobs.

Diversified products or stable ones in steady demand were mentioned.

New and growing Divisions noted diversity of jobs and increased opportunities for advancement as reasons for their above-average scores.

Most Common Reasons for Below-average Performance

1. Plant located in urban, highly competitive labor area.
2. Seasonal employment cycles determined by consumer demands.
3. Reduction to 40 hour work week schedules.
4. Nature of the work.

Divisions' Recommendations for Improvement

To achieve the objective of Principle #5, Divisions enumerated eight steps to be taken:

1. Wherever possible, production should be scheduled to stabilize employment.
2. Service recognition plans, giving status to older employees, should be carefully considered.
3. Whenever plants are to be opened, especially if they are in new locations, management should carefully explain the plans to employees as soon as feasible.
4. To enable them to deal with their employees effectively, members of supervision must be thoroughly familiarized with wage structures.
5. All employees should be encouraged to utilize the payroll deduction plan for investing in U. S. Savings Bonds.
6. Employees planning to retire should be specially instructed on any benefits that they have earned.
7. Reinforce the promotion-from-within policy. Plant papers should be used to announce promotions. Personnel records should be so improved that they assist in the full utilization of employee skills.
8. The Suggestion Plan should be used more as an employee-relations tool. Handle suggestions promptly and courteously. Train supervision to fully utilize the by-products of a suggestion plan that is operating efficiently.

SIX BASIC GENERAL MOTORS PRINCIPLES

6 *Look Ahead, Plan Ahead . . . for More and Better Things*

Superior products to be produced and distributed. These products must be attractive and meet the demands of customers. This requires research and a policy of continuing product development and improvement.

RELATED MJC THEMES

1. Pride in product
2. Pride in company
3. Pride in building a good product
4. Pride in important job
5. Pride in community relations
6. Company and America
7. Free Enterprise

Most Common Reasons for Above-average Performance

The Divisions that attained above-average ratings on MJC themes supporting Principle #6 appear to have high morale and laudable esprit de corps among their employees. They go in for comprehensive community and public relations programs and they keep their employees informed about the job that's being done. All of them have had the advantages of manufacturing exciting war products or enjoy a history of leadership in craftsmanship.

Most Common Reasons for Below-average Performance

1. Product undramatic or incomplete.
2. Newness of Division.

Divisions' Recommendations for Improvement

Divisions advocate four things to be done to make Principle #6 more easily and surely attainable:

1. To better inform employees about the company and its products by using booklets, plant papers, animated and static displays, bulletin boards and letters.

2. Train members of supervision so that they can help communicate facts to employees and thus aid in building loyalty in their departments.
3. To develop pride in company and its products, through the use of employe handbooks and discussion of the Division's history.
4. Encourage individual employees at all levels to increase their participation in community affairs.

MJC—AS AN EMPLOYEE RELATIONS PROGRAM—BOWS OUT

With the receipt of the report which was based on the foregoing analysis, Division awareness of MJC as a specific program fades out. The MJC letters themselves are dated 1947. Those actively engaged in business are aware of the necessity for utilizing wherever possible, data which are fresh and pointed toward specific problems. MJC did enable, however, broad inter-Divisional comparisons which had never been possible in the past. From a research viewpoint, of course, the MJC data have intrinsic value for innumerable explorations into many of the ramifications of worker attitudes. However, these data are of such elemental character that they may be considered timeless. Some of the basic characteristics of the MJC data will be treated in the final article.

MJC has already given additional and valuable insights on special problems—both to Divisions and to Central Office Staffs of the Corporation. No adequate substitutes for evaluations of activities or programs in the employee's own words have been found. The form and substance of the Divisional reports have supplied us with additional insights into the types of practical problems that can be found in the various Divisions, insights which will give us the opportunity to explore some of our basic research problems more fully.

By no means did MJC demonstrate that GM Divisions were perfect. On the contrary, it subtly reflected employee thinking about the real or imagined imperfections in certain areas of employee relations. Nothing more could be asked for in a survey technique, since its avowed purposes should be twofold:

1. To reflect conditions as they actually exist, and
2. To determine those psychological factors which influence worker attitudes.

Regardless of the widely varying reactions of local managements toward their MJC reports, the extremely significant fact remains that in *no* instance did they question the integral value of putting more and more emphasis on recognizing the

importance of worker attitudes in planning their employee relations and personnel operating policies.

The challenge to us will lie in our ability to develop tools and techniques that will enable a more accurate and sensitive reflection of the attitudes as held by the employees of each Division.

Part IV. Broad Implications for the Future

WHAT WE HAVE DONE

It cannot be stressed too frequently that any efforts to appraise employe attitudes are virtually worthless unless they lead to an active program of employe relations. The objective acceptance of these very important findings about Division employes by Division management offers concrete evidence that in General Motors increased emphasis will be given to the important human elements, thereby contributing in major portion to the success of the total Corporation efforts.

Research efforts to date have dealt with a quantitative analysis of the MJC entries. Additional values will be derived from qualitative studies of the letters. In reporting to the Divisions, we presented a gross analysis of the data, consisting of counting the number of people who mentioned a particular theme. These gross tabulations were not broken down on a Divisional level in terms of the vital statistic categories available.

Sufficient pilot surveys were made to point to the extreme usefulness of the information that could be derived from more detailed studies. Such factors as occupational status, sex differences, departmental differences, pay range and type (hourly and salary), marital status, length of service, and age, would give valuable insights as to basic areas of satisfaction existing within these various groups.

On a much broader basis, the entries could be studied in terms of community differences and the local characteristics of the larger geographic areas.

In addition to these kinds of analyses, there are unlimited opportunities to conduct so-called depth studies in an effort to measure intensity of a particular attitude or to study the patterns of mentions and the resultant differences between the various operating units. Over and beyond any simple counting of theme mention, it becomes important to know the range of feeling evidenced in employes' discussion of a particular theme.

For example, knowing how the people talked about their supervisor—whether they mentioned him as a “good fellow” or as a “guy who knows his stuff”—would tell us much about the quality of supervision as it varied from department to department within a Division or from the standpoint of Divisional patterns of attitude toward supervision. Not only would this hold true for the theme *supervision*, but it also would be invaluable in the analysis of a large number of themes as we coded them.

It is our opinion that total Corporation studies will be of limited value because of their generality. In the original analysis of the thematic tabulations, studies of the total array of percent distributions were virtually meaningless. Most surveys produce quantitative rank-order lists, a range presumably in order of importance to the employee. We are not certain that such quantitative lists on a total group of employees have significance, particularly in terms of personnel actions which may be taken by management.

It is interesting to know, for example, that in the General Motors contest *supervision* was mentioned more than any other theme. This tells us little, however, other than the fact that in thinking about their jobs, the most logical starting point for most of the employees was to talk about their supervisors. It is far more important to know within a specific work group, such as a department or a Division, what the relative standing of *supervision* as a theme may be in respect to the other themes by which the entries were coded.

Present plans do not call for such intensive analyses, since it would be very easy to spend almost an infinite amount of time exploring the many possible kinds of problems for which partial or complete answers might be found in the MJC data. In keeping with good employee research practice, it is felt that further detailed studies should grow out of specific and concrete Divisional problems. If, upon request from a Division, it appears that insight might be obtained from special studies

of the Division's MJC entries, at that point a research program will be designed, based on the specific management needs.

MJC—ITS IMPACT ON EMPLOYEE RELATIONS POLICY

Although it is not feasible to discuss in detail the total effect of MJC on all of the General Motors employee relations programs, several are selected to point out some of the things that have happened since the contest was administered and researched.

As part of the promotional activities coincident to administering the contest, some materials were developed to assist the employee in completing an entry. Employee response to this material, as evidenced by their use of it in composing their entries, led us to believe that this means of employee communication, if adequately administered and properly followed up, would be of value in our total employee relations programs.

Accordingly, in February, 1949, a service was made available to all Divisions whereby they could obtain information racks to be placed in strategic locations within their plants. The Employee Relations Staff assumed the responsibility for the selection and distribution of a series of pamphlets to be placed in these racks. Under the plan, approximately each eight working days, a new pamphlet would be released for distribution. An additional two or three pamphlets of employee interest would also be made available.

To date, this program has received considerable support from the employees as is indicated by the pick-up rate of the booklets. Subject matter has varied considerably, as has the rate at which the various types of booklets have been picked up by employees.

"A management survey was conducted in October, 1949, to determine the effectiveness of this booklet distribution to employees."¹

¹ "What Management Thinks About the GM Information Rack Service." Employee Research Section, Report # 110-3, January, 1950; available on request.

Growing out of its interest in MJC findings, Division #62² desired more detailed information regarding the attitudes of its salaried employees. Accordingly, a survey was designed and pretested in Division #91. Complete reports were presented to the top management of each Division and both Divisions are taking steps to adjust sources of dissatisfaction uncovered in the surveys.³

For the surveys, both a questionnaire and an interview were used. The results of these two approaches were correlated in order to sharpen up the conclusions and recommendations. As additional Divisions express needs which suggest specific survey efforts, these will be met on a consultation basis between our staff and the Divisional personnel concerned.

Shortly after the reports on MJC were mailed to the Divisions, the Employee Relations Staff organized a presentation discussing the wide variety of programs which came under the heading of employee relations. An adjunct to the presentation was a series of check lists which each Division was asked to complete, retain one copy for its files and forward a copy to us. This check list presented an opportunity for the Division to audit its employee relations programs in terms of present status, Divisional experience with the program, cost, and management's appraisal as to its effectiveness. Continuing follow-up on this appraisal is planned in order to give better service to Divisions in their problems with employee relations programs.

General Motors for a number of years has had a very active Suggestion Plan. The nature of the *PS Comments* and the ready correlation of these comments with the type of material submitted in the Suggestion Plan brought into sharp focus the tremendous potential of the Suggestion Plan in a sound program of employee relations. The fact that employees are inter-

² Evans, C. E. "Item structure variation as a methodological problem in an employee survey." *Amer. Psychol.* 1949, 4: 280.

³ A paper entitled "The use of survey findings in the clarification of personnel policies" was read by C. E. Evans before the 22nd Annual Meeting of the Midwestern Psychological Association at Detroit, Michigan on May 5, 1950. Copies of this are available as Employee Research Technical Bulletin #8.

ested in making constructive suggestions about their jobs was established by the quality and type of *PS Comments* they wrote on the reverse of their MJC entries.

In some Divisions, each of the *PS Comments* was discussed with the commenter by his supervisor. In all instances, supervisors felt that this gave them an opportunity to talk through the problem brought out in the *PS Comment* to the mutual satisfaction of both the supervisor and employee.

With that experience in mind, it occurs to us that the Suggestion Plan offers another opportunity for Employee Research to assist the Divisions in gaining the full advantages of the employee relations possibilities of the Plan. Too frequently, the Suggestion Plan is overlooked as a tool for human relations and is considered only as a methods-improvement or material-utilization program. Rather than being concerned with the number of people who participate in the Plan, in too many instances the success of the organization's Plan is measured in terms of the gross number of suggestions selected, the ratio of acceptances to submittals, and the amount of money given as awards for the acceptable suggestions.

Pilot studies in Division #58 indicate that the bulk of suggestions come from people who have won awards in the past. Further, those who have won suggestion awards submit suggestions at a rate 250% in excess of those employees who have submitted suggestions but have received no awards.

In Division #58, it appears that less than one-quarter of the employees submit suggestions and that there are rather wide variations in suggestion rate and percent of suggestors between departments. Division #58 suggestors win awards on about one-third of their suggestions.

Even these preliminary findings reveal the potential value of a more critical analysis of the Suggestion Plan in operation. One may assume that the Suggestion Plan offers each employee a positive opportunity to make constructive suggestions as to how his job or that of his fellow employees may be improved. It is, therefore, important that each suggestion submitted be

considered carefully. Ideally, the supervisor should discuss each suggestion thoroughly with the employe, regardless of its merit.

Employes do not idly make suggestions. They have something in mind and, in many instances, may find expression of their idea difficult. In addition, consideration of the idea by the employe, particularly where there is some personal or emotional involvement in the suggestion, may distort his judgment. Frequently, too, the suggestion may stem from dissatisfaction in an unrelated area. *We feel that study of the suggestions made by employes may offer a continuing barometer of the attitudes of employes toward their Division and its management.*

Early in the analysis work on the thematic structure of the letters it seemed that a profitable study might be made of the General Motors plant newspapers to determine to what extent material presented through the newspapers received mention in the contest. Accordingly, Dr. Edward T. Raney, School of Business Administration, Wayne University, was consulted, and a request was made that he subject our 27 plant newspapers to a content analysis. The exposure period for this survey was to cover a one-year interval beginning in July, 1947, and continuing through June, 1948. Although the period from November, 1947, through June, 1948, was not covered by the contest, it was presumed that establishing a one-year cycle for each paper would enable us to determine relative and seasonal content trends. As a result of requesting from each plant-paper editor copies of his paper for the analysis, it was felt that some return in the form of a report on the findings should be made to the plant-paper editors.⁴ A report on Dr. Raney's content analysis procedures appears elsewhere.⁵

In addition to the content analysis, Dr. Raney and the staff

⁴ A presentation entitled "Reading-Ease—The Key to Understanding and Content Study of General Motors Divisional Employe Publications" was made to the GM plant paper editors in three regional meetings during April and May, 1950. This presentation is available in booklet form by request to: Bruce Kerr, Employe Publication Service, General Motors Corporation, Detroit 2, Michigan.

⁵ Raney, Edward T. "How readable is your employe publication?" *Personnel Psychology*, 1949, 2, page 437.

of the Employee Research Section developed a method for the rapid computation of the reading ease of copy.⁶ As a result of these studies, a meeting will be held shortly with the plant-paper editors. These meetings will convey to the editors a complete report on the analysis of their papers and provide them with the analysis tools that were developed for this survey. They will be encouraged to use these tools in their day-to-day operations. Thus, although the study to determine to what extent plant newspaper articles penetrated the MJC entries has not as yet been completed, an important by-product is the availability to our editors of techniques to improve the effectiveness of their papers. Complete findings on the original purpose of the study will be released when they are available.

Finally, a report to all Division personnel management has been made on the overall findings resulting from MJC. Contacts have been made in each of our Divisions, discussing not only the MJC findings, but also attempting to determine to what extent the Employee Relations Staff and the Employee Research Section can be of further assistance to the Divisions.

CONTINUING RESEARCH IN UNIVERSITIES

The MJC data offer many opportunities for further research. Since this is probably the first time that a body of data like this has been collected—stories in the worker's own words—we have a potential gold mine. We have neither the staff nor the time to develop the tremendous potentialities of these letters fully.

Since our staff has considerable familiarity with the nature of the MJC material, it is apparent to us that we have a responsibility to make as much of this material as possible available to those in universities desirous of either supporting current research or initiating new research. Already some important research projects are under way.

⁶ An article describing the Reading Ease Calculator by Andrew E. Smith and Fred W. Forrester will be published soon.

Dr. Joseph Tiffin and Dr. Charles Lawshe of Purdue University have been considering MJC letters as a possible source for constructing an industrial workers' word list. This list would be built for much the same purposes as the Thorndike Word List⁷ and should prove of value to those whose function it is to communicate through the written word with employes. Details of making the word counts are presently under discussion, and it is hoped that within the next few months a list can be prepared.

This list might suggest some further refinements of the total area of readability and reading ease. If some words are found to have a high frequency rate of use by employes, even though they be polysyllabic, they may be considered as single syllables from the standpoint of employe use. Thus a "dynamometer," even though an exact analysis reveals five syllables, may be treated as a single syllable term by the average factory worker. A word list such as proposed by Tiffin and Lawshe should prove valuable in acquainting writers with the most commonly used words of the factory worker.

Division #42 has already requested that special analysis be made, not only of the MJC entries, but also of some of their technical training manuals in order to develop a glossary of technical terms used in their operation. This glossary should be of great use to them in their induction and orientation program with new employes.

Dr. James Jenkins at the University of Minnesota is conducting readability studies of a sample of 400 MJC entries. This study will put a slightly different twist on usual readability studies as it will suggest the literacy level of employes submitting entries, and thus give a more accurate indication than would any data on formal education.⁸ Messrs. Harold

⁷ Lindsay, Edward. *An Etymological Study of the 10,000 Words in Thorndike's Teacher's Word Book*. Bloomington, Indiana: Indiana University, 1925.

⁸ Hayes, P. M.; Jenkins, J. J.; and Walker, B. L. "Reliability of the Flesch Readability Formulas." *J. Appl. Psychol.* 1950, 34: 22-26.

Dent and Robert Yoke, graduate students at Wayne University's School of Business Administration, conducted a detailed study of the entries from Division #90, breaking them down in terms of department, and found some extremely interesting differences between departments. Due to the size of Division #90, it was not possible to build up sufficiently large numbers of cases in some of the departments to demonstrate statistical significance. This study, however, sets the pattern for any other detailed Divisional studies that may be made in the future.

Mr. Yoke is doing a master's thesis on an analysis of occupational groups and levels of job satisfaction. The design of his study is such that it should permit clarification as to whether or not a work group or an occupational group is the main determiner of satisfaction. By a work group is meant a group of employees who may be engaged in several different occupations, yet are organized into a single department or a single production unit. An occupational group consists of employees who are doing the same type of operation but who are in separate locations on jobs throughout the plant or organization.

Mr. Joseph Loeb, Jr., a graduate student of economics at Columbia University, conducted a detailed study of the 40 top prize-winning MJC letters. In his study, Mr. Loeb endeavored to correlate the findings on a wide variety of polls which had been made of workers in other companies with his analysis of our 40 letters. In order to facilitate comparisons with other poll results, he devised a theme structure for the letters. Although the design of his study was well done, the size of the sample does not justify any extensive comparisons with either our studies or other comparable studies.

Again at Columbia University, Dr. Paul Lazarsfeld has spent considerable time and effort in utilizing the MJC data to test a hypothesis he has developed on a concept of latent attitudes. Time will not be taken here to discuss the nature of his work

as more comprehensive outlines are available in manuscript form.⁹

A student in sociology at the University of Chicago, Mr. Harold Pfautz, is now completing a doctoral dissertation on the structure of work concepts. He is using for this analysis a sample of MJC letters.

General Motors feels that the MJC data should be available to any student doing graduate work in a university. Since already a number of projects have been started at a university level, some precedence has been established for using these data. Contrary to some suggestions that we attempt to contact only social and industrial psychologists, we believe that there may be many other students working in areas not commonly associated with the above-mentioned fields who will have stimulating suggestions as to how the employe letters can be further studied and analyzed. We are prepared to review any ideas suggested and discuss possible research outlines.¹⁰ Obviously, only by making available our findings and our material to others can we hope to capitalize maximally on our investment in this new technique.

WILL MJC BE USED AGAIN?

A question which has frequently recurred is "Will General Motors have another contest?". The answer is that we do not know, but that in all probability, there may be another contest even though we have made no provisions as to subject matter or to time schedule. General Motors management felt that the returns from the contest both to employes and to

⁹ Three Technical Bulletins have been released for limited distribution by the Employe Research Section, General Motors Corporation, Detroit 2, Michigan. Loan copies of these manuscripts are available. The bulletins are as follows:

1. Lazarsfeld, Paul P., "The Use of Indices in Social Research," Technical Bulletin No. 1.
2. Ibid., "The Concept of a Latent Attribute," Technical Bulletin No. 4.
3. Ibid., "Preliminary report on the Latent Structure Analysis of the GM 'My Job Contest' Themes in Division # 20," Technical Bulletin No. 5.

¹⁰ Graduate students and faculty members interested in pursuing research on these data are invited to communicate with the authors at the Employe Research Section, General Motors Corp., Detroit 2, Mich.

management were sufficiently great to more than justify the cost. It is not felt that maximum utilization of this MJC approach has been realized with only one application. On the other hand, we fully realize that this is essentially a "gadget" approach and could outlive its usefulness with too many applications. It is our feeling that another contest should perhaps have broader coverage among our employee group and include those commonly known as supervision and middle-management. However, as yet, plans for such a contest are not sketched out, even in broad outline.

Obviously, such a contest entails considerable expense and involves a tremendous amount of time both on the part of employees and on the part of management. It is our hope that some variation of the MJC technique can be devised that will permit our obtaining essentially unstructured materials, and yet natural situations, in somewhat the same manner as provided by MJC, but without the need for an elaborate prize structure.

Research is being conducted currently on a picture-story technique which may provide some of the same kinds of data as obtained in MJC. Those who have worked with picture stories, however, realize the somewhat difficult problems of administration, coding, analysis and interpretation that go along with this kind of material. Nevertheless, the analytic techniques developed in treating the MJC data will go far in giving assistance in the formulation of analysis techniques of new approaches of this type.

CAN THE MJC APPROACH BE USED IN SMALLER ORGANIZATIONS?

The fact that MJC has struck a responsive chord is evidenced in the interest shown wherever a presentation is made of our findings. Although to date Eastern Airlines is the only company that has duplicated MJC, it is our understanding that several organizations are contemplating a program—either like MJC or a modification of it. Obviously, any organization using the technique can realize some economy by checking our

experience. It is now our feeling that the total project can be carried out at a cost of approximately \$2.00 per eligible employee. This cost includes promotion, prizes and research.

The smaller organization can apply the MJC technique very profitably. In some respects, a smaller organization should be able to benefit from the qualitative flavor of its entries even more than we have. The very fact that our group was so large—174,859 letters—worked at cross purposes with easy handling of the analysis problems. A small company, with less than 5,000 entries would have little difficulty in conducting intensive depth studies that could reveal many important things about their employees' attitudes.

In addition, it would be possible to make a more rapid analysis of the letters and more promptly report back to supervision.

Organizations that duplicate MJC may want to compare the rank order and percent mention of themes from their analysis with the distributions of the same statistics for the General Motors contest. Since the MJC theme distributions were based on 174,859 employee letters from 47 operating divisions, they represent a wide sampling of industrial America against which to make comparisons.¹¹ The employees came from widely separate geographic locations, and the Divisions' products ranged from ball bearings through spark-plugs, radios, ironers, automobiles, trucks, and even diesel electric locomotives. The sample also includes letters from such non-manufacturing Divisions as the General Motors Acceptance Corp., and General Motors Overseas Operations.

Once the organization makes the comparisons, it has a basis for looking more closely at those themes which show significant variation. If, for example, the theme *supervision* falls low on the list, they may well ask why their employees mentioned this theme only 20% of the time whereas GM employees spoke of it in 48% of the cases. Here, then, might be an area of person-

¹¹ See Table 2, page 49.

nel relations which would bear close investigation. This procedure may well provide clues to the strong and weak spots in the employe relations of the organization as a whole.

Also, it would seem that the smaller organization could profitably utilize the MJC idea in studying departmental differences. These departments could be handled in precisely the same way that General Motors was broken down into functional Divisions by comparing the incidence of topics from department to department with the overall total for the organization. At least the broad outlines of the variability of employe relations practices could be measured within the organization. The most important element for any organization planning the use of a technique of this sort, or the use of any survey, is a need to make supervision a part of the planning as well as the administration of the survey. Without the solid support of the first-line supervisor, any program of this sort is doomed to failure.

If prizes are to be awarded, they should be worth-while in the employes' eyes and, in this event, an impartial judging firm should be brought into the picture to evaluate the entries. In terms of setting up the analyses, coding the themes, and presenting reports for operating management, it is suggested that the reader consider the processes used in MJC. If additional guidance or consultation is needed, the Employe Research Section staff will be more than happy to help. We would be very much interested in seeing additional applications of this technique and in sharing with the organizations who utilize the technique our experiences with it.

SUMMING UP

The tool that has been developed in the "My Job and Why I Like It" contest is not a perfect tool nor is it easy to handle. The material we obtained through its use will not give all the answers on what makes the American worker "tick," but our observations have convinced us that the contest is the most helpful tool for the determination of employe attitudes AND

the development of effective employee relations policies we have found available so far.

One basic problem of which all of us working in the field have been acutely aware is how to relate the study of employee attitudes to the facts of concrete conditions, policies, and practices in the plant. We can find out the basic attitudes of the employee toward his job and his work, and we can find out, specifically, general categories of satisfaction such as security, pay, and recognition. Unless, however, we can tie down these general categories to specific policies and their effectiveness, we cannot bridge the gap between research on employee attitudes and the formulation and administration of effective employee relations policies.

All research work on employee attitudes has as its purpose the guidance of management thinking and practices toward a constructive policy, that is, toward a policy that will establish in the employee's mind a positive attitude toward his work.

To accomplish this, we must know not only what the worker thinks about a particular practice, but also those policy areas in which positive action would have a marked effect on employee attitudes. Some seemingly important aspects of a job may have little effect on attitude while certain "minor" things may have high emotional leverage and considerable effect on employee attitudes. What is it the worker considers relevant? What are the areas in which he is receptive to the right policy, either consciously or unconsciously, and what makes a policy right?

The worker's projection of his job into the MJC entries brought into clear and sharp focus the policies considered relevant by the worker. Employee acceptance of MJC reflected a high level of sincerity and interest in this opportunity given them by management to express themselves. There were frequent references to MJC as the first opportunity the employee had to tell management how he felt about his job.

The supervisors also found MJC a useful and potent opportunity for additional contacts with their employees. One supervisor told the story of an employee in his department who re-

sisted making an MJC entry. In following up this employe, who had over a period of time been somewhat uncooperative in other matters, it developed that the employe's resistance to MJC and to the supervisor grew out of an unexpressed grievance he had nurtured for a long period of time—antedating the present supervisor. In conversations with the supervisor, the employe was able to talk through the problem to his complete satisfaction. Their relationship has since been more cordial. It cannot be stated too strongly that MJC would have failed miserably without the cooperation and support of first-line supervision. The fact that they freely gave MJC their support gives additional evidence that in its essential nature MJC is an effective technique for improving employe relations.

Obviously, any study of employe attitudes, whatever the technique, must be of such a nature that it does not upset the organization, otherwise it can only have harmful results, aside from being ineffectual. But even the survey that is most conscious that it operates on a living body may cause disturbing reactions in the work force and particularly among first-level supervision.

On the one hand, management may be likely to take for granted the favorable things that result and to resent the unfavorable things as a criticism from someone not conversant with their operating problems. MJC, however, made sense to our practical operating people because it phrased in the worker's own terms an evaluation of management efforts in the field of employe relations. The action patterns to which they have committed themselves are such that we believe the success of MJC as a total employe relations program is well established.

It is not enough to say that General Motors has good employe relations. The continual goal toward which we will strive is to have better and better employe relations.

APPENDIX A

This is a statement in further detail, exhibiting some of the materials used in the promotion, planning, and administration of the contest. Pictures and reprints of booklets are included to assist those who may be interested in planning a like activity within their organization.

The Administration of MJC

This appendix carries on from where Part I of this monograph left off. That is to say, it amplifies much that is stated in brief on earlier pages. Details of what went into MJC are shown. Such material can be helpful to anyone planning a similar contest.

To get the contest started required the approval of the Employee Relations Policy Group, comprising the president of General Motors and several vice-presidents. The group approved MJC at a meeting following a presentation entitled, "A Suggestion for Improving Employee Attitudes." The main points of the presentation were:

"What is needed to improve employe-employer relationships is a positive approach. We must encourage the employe to direct his thinking and attitudes along constructive channels. No one can do this thinking for the employe but himself.

"Our contribution is only in making available to him the facts, and in providing some incentive for him to consider these facts and form his own conclusions.

"It is proposed that an essay contest be conducted among employes of all Divisions of General Motors. Each entrant will submit an essay, of an unlimited number of words, on the subject: 'My Job, and Why I Like It'.

"The subject encourages even the most humble employe to enter. He may limit his letter to a simple, factual description of his work and the satisfaction he gets out of doing it.

"But to broaden the appeal to those who might like to go further, the main title will be followed by subtitles suggesting a far wider latitude of interpretation:

1. He may want to describe the exact nature of his work and tell some of the satisfactions he gets in doing it.
2. If the employe cares to do so, he may decide to write about the people in his department.
3. Or he may describe the advantages of working for his Division.
4. Some GM men and women will want to express their pride and pleasure in working with a successful corporation like General Motors.
5. Still others may want to talk about the Private Enterprise System as such.

"The contestant may choose to write on all or none of the foregoing phases of this subject. He is entirely free to develop the subject as he sees fit. The only requirement is that his letter have a bearing on the subject of why he likes his job, and that it show evidence of serious thought.

"Obviously the employe will draw mainly on his own experience and observation for ideas.

"It is intended that the contest be conducted when weather and other factors will be most conducive for individuals to sit down and write. The campaign should extend long enough to generate increasing enthusiasm to the climax of awarding the prizes.

"TO SUMMARIZE:

"It is felt that this contest will exert an important influence toward better employe relations in GM by:

1. Getting employes and their families to think constructively about the full significance of working with a Division of General Motors.
2. Providing first-hand data on what employes regard as the most important requirements of a good job.
3. Stimulating the Divisions to re-examine and strengthen their over-all employe relations programs.

"Finally, it is felt that this contest will develop improved community and public appreciation for the long-standing and ever-accelerating efforts to make GM

A Good Place to Work."

With the approval of the Administration Committee, which followed, Mr. C. E. Wilson, General Motors' president, wrote to top GM executives, announcing the contest and outlining the program. Mr. Harry B. Coen, vice president in charge of Employee Relations, followed with a similar letter to general managers of Divisions.

GENERAL MOTORS CORPORATION

INTER-ORGANIZATION LETTERS ONLY

July 7, 1947

EMPLOYEE CONTEST

"MY JOB AND WHY I LIKE IT"

General Managers of Divisions
General Operating Officers
Group Executives
Staff Executives

On June 19 the Operations Policy Committee approved a program to encourage all our hourly rate and non-exempt salaried employees in the United States to examine their jobs and their relationships with the various Divisions. They will be invited to evaluate the interest and pride they take in their work and tell us about it.

The vehicle for this program will be a letter-writing contest, entitled, "My Job and Why I Like It". Responsibility for the development and supervision of the contest has been delegated to Harry B. Coen, Vice President in Charge of Employee Relations, and his staff.

Although the contest is under General Motors' sponsorship, almost exclusive emphasis will be placed upon Division identity insofar as employee-participants are concerned. This is as it should be if each Division is to derive the maximum benefit in terms of improved employee and community relationships.

I believe the contest offers an excellent opportunity for each of the Divisions to make a positive approach to its employees on certain social and economic subjects as they relate to an employee's job - subjects which for far too long have been the targets of persistent, negative influences. However, it definitely will not be a propaganda contest - rather, it will follow a constructive "let's get better acquainted" theme.

The winners will be determined solely on the basis of constructive letters written on the subject mentioned above. In addition, but carrying no weight whatsoever in determining the winners, each entrant will be encouraged to submit positive suggestions which he believes would contribute to making his job still more satisfactory and enjoyable.

It will be one of the most extensive and important single projects ever undertaken by General Motors in the field of employe relations. I hope and believe it can contribute importantly to reversing the trend of negative thinking about employer-employe relationships and encourage our people, first, to appraise the good things about their jobs and then, second, to make constructive suggestions for improvement.

It is my sincere hope and desire that you will encourage maximum participation among the eligible employes under your supervision, both in the plant and sales organizations.

I have asked Mr. Coen to write each of you direct, supplying a complete blueprint of the contest, with suggestions for its promotion in the field and Divisional handling of details. You will hear from him very soon.



C. E. Wilson
President

GENERAL MOTORS CORPORATION

INTER-ORGANIZATION LETTERS ONLY

July 7, 1947

EMPLOYEE CONTEST
"MY JOB AND WHY I LIKE IT"

General Managers of Divisions
General Operating Officers
Group Executives
Staff Executives

As indicated in Mr. Wilson's letter of July 7, I am pleased to send you the following, more detailed information about the "My Job and Why I Like It" contest.

For more than a decade, as you well know, employe-employer relationships have been exposed to primary emphasis on a negative, critical approach. This approach completely overlooks or ignores the majority of things about that relationship that are good and in the best interests of both employes and employers.

I believe you will agree that the positive, progressive approach to employe-employer relationships is to take stock of the good things in it and enter them on the right side of the

ledger, make a constructive search for practical improvements, and then work together to accomplish them. That is precisely the approach which the contest will make to the problem.

Winners will be determined exclusively on the basis of constructive letters written on the subject mentioned above. In addition, each entrant will be encouraged to make positive suggestions about changes and improvements that would make his job even more enjoyable to him. These supplementary suggestions will not, however, carry the slightest weight in determining winners.

All hourly rate and non-exempt salary employes in the United States will be eligible to participate in the contest.

To the degree that the contest is successful, it can have an important and favorable bearing on the future of our employe relations. We believe that the degree of success will depend on enthusiastic and sincere participation by all Divisions and a maximum number of their eligible employes.

Following is an outline of how the contest has been set up and how it will be presented to the Divisions:

- Upon receipt of this letter, it is hoped that Division General Managers promptly will inform their plant managers and top people in their sales organization about the contest. Please ask them not to discuss the contest publicly or internally beyond the management group, prior to official announcement of the contest, of which they will be notified well in advance.
- The Public Relations Regional Managers will be asked to get in touch with Chairmen of Plant City Committees by mid-July, to arrange special meetings for a discussion of contest details and the thinking and purpose behind the contest. A Detroit Representative of either the Employee Relations or Public Relations staff, or the Public Relations Regional Manager, will attend each meeting to present the program, make suggestions and answer questions.
- It will be recommended that attendance at those Plant City Committee meetings include all regular members, plus the following if they are not now members: Personnel Directors, Comptrollers (or Salaried Personnel Supervisors), Plant Paper Editors, Public Relations Directors, the Personnel Department man in charge of Employee Relations.

Because of the vacation season, a number of the above may be away at the time of the meetings, but I hope your plant managers can arrange for as many of them to be present as possible.

- By August 1, or earlier, all plants and sales groups in the field will have been advised of details.
- The month of August will be used by plant and field groups to get organized for the contest.
- First two weeks in September. A "teaser" campaign to stir up interest and curiosity among employes, without naming the contest or otherwise revealing exactly what's coming.

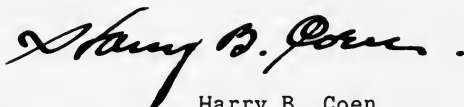
- September 15. Kickoff announcements nationally by GM and by Divisions to their employes at the plant and field group levels.
- September 15 - October 31. Entries will be received during this period, which also will be used for daily promotion to encourage maximum employe participation. Posters, plant papers, local press and radio and other media will be used to keep interest at a high level.
- November. The entire month will be used for judging and notification to Divisions and plants of winners within their groups. Judges will be nationally known persons not connected with GM.
- On a date to be selected, arrangements will be made for special prize award ceremonies. Details later.
- It is hoped the Divisions will encourage maximum participation among their eligible employes, and devise Divisional promotion to supplement and dovetail with the corporation-wide program. This, we feel, is most important because Divisional identity will be made as conspicuous as possible throughout the contest. Divisional tie-ins will assure maximum benefits in terms of improved employe and community relations.

It will be emphasized that each entrant will have unlimited latitude in his approach to the contest subject - whether he chooses to interpret it in relation to his own immediate working conditions, or against a broad background of the free enterprise system and the opportunities he has enjoyed as a result.

The complete pattern of the contest, in minute detail, will be ready very shortly, but I wanted you to have this advance notice for your own information and so that you may notify your plant and sales managers on what's coming very soon.

Incidentally, a list of about 5,000 prizes, made up exclusively of GM products, has been approved. The prizes alone should be inducement enough to assure a sizable entry list from every Division.

Should you prefer to handle notification of your plant and sales managers by sending them a copy of this letter, plus your own note of transmittal, I'll be glad to supply additional copies immediately, upon advice from you.



Harry B. Coen
Vice President

Members of the Employe Relations Staff were briefed and given their individual contest assignments. The contest timetable was worked out.

To each of the 111 contest chairmen named by the Plants and Offices was sent a copy of the PLAN BOOK—the MJC bible—reproduced in part on the following pages:

PLAN BOOK
FOR GENERAL MOTORS EMPLOYEES

"MY JOB
and why I like it"

CONTEST

FOREWORD

This is the manual of the GM employees' "My Job, and Why I Like It" letter-writing contest. It contains essential information and suggests ways of conducting a successful contest among employees. It is hoped that all Divisions, Subsidiaries and other GM Units will make full use of its contents.

Much careful, detailed thought has been given to this contest. It is believed that this attractive new approach to employe thinking offers a practical and timely opportunity to Management in all GM plants and offices throughout the country to bring out the latent good-will that really exists among most of their employees. The contest focuses employe attention on the GM plant or office as a good place in which to work. It also points up the advantages of the American system of free competitive enterprise.

The awards in this contest will go not only to prize-winners, but to all contestants, in that they will have a better understanding of their company and their jobs. GM Units, too, by their enthusiastic support of the contest, have the opportunity to gain much in improved employe attitudes.

EMPLOYEE RELATIONS STAFF

C. E. WILSON TROPHY

This trophy will be presented by Mr. C. E. Wilson to the General Manager of the Division that has the highest percentage of its eligible employes entered in the contest.

For many years Mr. Wilson has devoted much of his time and energy to the continuing task of making General Motors the best possible place in which to work. His deep personal interest in the well-being of General Motors employes has been the driving force behind many of the employe benefits and improvements that we now take for granted.

Mr. Wilson is keenly interested in this contest because it focuses employe attention on the bright side—on the good things about each individual's job. He believes it can contribute importantly to the happiness and contentment of all General Motors men and women who take part.

The success of the contest will depend largely upon the enthusiasm shown by the management of each Division in encouraging all employes to enter. To help inspire the greatest possible number of entries, Mr. Wilson is offering this special trophy. It will be presented personally by Mr. Wilson to the winning Division at the time final awards are made.

AWARDED TO

for the greatest percentage of entrants in the

"MY JOB
and why I like it"
CONTEST

1947

A good job is a job that you know
needs doing ... a job you have the
ability and experience to fill ... a
job that is worth doing well and
which you know will reward you for
doing it that way.

C.E. Wilson



GENERAL INFORMATION

The Subject of the Contest Letter

The subject which employes will use for their letters is "My Job, and Why I Like It."

The Period of the Contest

There will be a two-week "teaser campaign" starting on September 2 and closing on September 15.

The actual contest dates, when entries will be accepted, are September 15 to October 31. To be accepted, entries must be postmarked not later than midnight, October 31.

Who is Eligible

All General Motors men and women in the United States who come within the following classifications are eligible to compete in the contest:

1. Employees who are paid on an hourly rate basis.
2. Salaried employees who are classified as non-exempt under the Wage and Hour Act.

Important Note:

In addition to exempt salaried employees who are excluded, no employee working on the contest staff will be eligible to take part in the contest.

Announcement of the Contest

The contest should be announced to employees on September 15 by letters to employees' homes, and by posters, streamers, plant papers, bulletin board notices and other promotional material discussed in detail in later pages.

Each Division should prepare its own announcement letter to employees on its own stationery. A suggested announcement letter will be found on page 6.

Note: The Division may, if it wishes, enclose the contest rules booklet and

prize-list folder with the announcement letter, or it may distribute them through Foremen and Supervisors. If distribution is by mail, both pieces can be sent with the announcement letter, or the prize-list folder only can be enclosed and the rules booklet can be given out with the entry blank. Or if preferred, distribution may be handled in two mailings, enclosing one piece with the announcement letter, and sending the other as a follow-up in a day or so.

How an Employee Enters the Contest

An employee enters the contest merely by writing his letter on the official entry blank and mailing it to the Board of Judges, "My Job" Contest, P. O. Box 766, Chicago, Ill.

It is suggested that contest entry blanks and envelopes be distributed to each eligible employee by Foremen and Supervisors.

The Family Plays a Part, Too

The contest provides a fine vehicle to get the whole family thinking about why your Division is a good place to work. Employees should be encouraged in every way possible to enlist the help of their families in writing their letters.

For this reason it is recommended that a major portion of the contest material, such as announcement letters, folders, booklets, reminder cards, etc., be sent by Divisions direct to employees' homes.

Helping Contestants Get Started

After employees receive entry blanks, envelopes, rules booklets, prize-list folders, etc., they are sure to begin looking for information and ideas which they can use in preparing their letters.

To help both employees and Divisions with

this phase of the contest, booklets entitled "Getting Started," "A Six Point Objective" and "The Road to Better Living", have been prepared as thought-starters.

A supply of these booklets will be available for all eligible employees. These can be distributed by mail or as a hand-out by Supervision. A hand-out will have a two-fold advantage as it will help to keep up the interest of Supervision in the contest, and also offers an excellent opportunity for good personal contact with employees.

In addition to the information they will get from the booklets, employees may have many specific questions on various benefit plans, such as group insurance, suggestion plan, vacations, payroll savings, etc., and on policies and procedures of the Division. It is recommended that plans be made to make this information available to employees promptly, through either Foremen and Supervisors or the Personnel Department.

What Happens When Entry is Received by the Board of Judges

The employee will mail his entry to the Board of Judges, "My Job, and Why I Like It" Contest, Box 766, Chicago, Illinois.

The coupon bearing the employee's name, address, Division, clock number, etc., will be detached from the entry blank, and the letter, identified by number only, will be transmitted to the judges for preliminary grading.

The coupon will be placed in the contest entry file for further use in identifying prize-winners and notifying Divisions of entries received.

Acknowledgment

An acknowledgment of his entry will be sent to each employee at his home.

Reporting to Divisions

Divisions will receive periodic reports of the number of their employees who have entered the contest. Also, Divisions will be furnished,

at various intervals, with a record of the names of participants from their Divisions.

Judging Entries

Entries will be judged on the basis of sincerity, originality and thought. Neatness and legibility are required, but handwriting, grammar, sentence construction, etc., will count neither for nor against the contestant. What he says is more important than how he says it—quality of thought more important than quantity.

If an entrant can express himself more easily in a foreign language, he may write his letter in any language he wishes. The Board of Judges will have the entry translated for judging.

Awarding Prizes

Preliminary grading and final judging of entries will be completed by November 30. Divisions will be informed in time to notify their prize-winners of their prizes by early December. The decision of the judges is final. In case of ties, duplicate prizes will be awarded.

Prizes awarded to your employees will be presented by your Division in any manner you believe appropriate. The only exception which might be made to this arrangement is for the top prize-winners.

It is hoped that a special program for top prize-winners can be held in Detroit. When plans for this program are finalized, you will be notified by special letter.

Ordering Your Promotional Material

In order to assure prompt receipt of the promotional material which will be available to you for use in your contest program, it is important that your order be received in Detroit as soon as possible. To assist you in ordering what you will need, an order blank is enclosed.

Sample Announcement Letter

Dear _____,

It is a pleasure to announce to you the "My Job, and Why I Like It" contest for General Motors employees. The contest offers you a big opportunity to win one of 5,000 valuable prizes.

*The enclosed booklet and folder give you the few simple rules of the contest and a list of the prizes you can win. I am sure that after you and your family have learned the details and seen the prizes offered, you will be eager to start writing your letter.

You will see that it is easy to enter and win a prize. You do not have to be a master of English or an experienced letter writer to have a winning entry. What you say in your letter is more important than how you say it. Let me suggest that you enlist the aid of your family in putting forth your very best effort to win.

Within the next day or two your Foreman will give you a contest entry blank and envelope and other material which will be of help to you in writing your letter.

I shall watch with keen interest the participation of you and your fellow employees of Blank Division in this contest, as you will be competing with the employees of all General Motors Divisions. Naturally, it is my hope that the people of Blank Division will get the lion's share of the prizes.

Good luck to you,

Manager

***NOTE:** You may prefer to have your Foremen or Supervisors pass out these pieces—whichever method is most effective for you is the one to use.

GENERAL PROMOTIONAL MATERIAL

The promotional material described and illustrated on the following pages will be made available to Divisions without charge.

Every Division will want to make full use of these tools which are designed to help get maximum participation in the contest.

Stencil

A stencil for use on plant floors and walls at aisle intersections and other prominent locations will be available as a part of the "teaser campaign."

Posters

Ten posters (17" x 22") also will be available. The first four are "teaser" posters and can be used at the rate of two each week during the teaser campaign which runs from September 2 to September 15. The six remaining posters

are to be used during the actual contest period from September 15 to October 31. Suggested display dates for all the posters are given in the Schedule of Activities on pages 25 and 26.



STENCIL



POSTER No. 1



POSTER No. 2



WATCH FOR ANNOUNCEMENT

POSTER No. 3



WATCH FOR ANNOUNCEMENT

POSTER No. 4



SEE YOUR FOREMAN OR SUPERVISOR FOR DETAILS

POSTER No. 5



SEE YOUR FOREMAN OR SUPERVISOR FOR DETAILS

POSTER No. 6

EVERYBODY'S entering
the "MY JOB" Contest



Think...Write...Win!

SEE YOUR FOREMAN OR SUPERVISOR FOR DETAILS

POSTER No. 7

contest
is an easy contest...



Think...Write...Win!

SEE YOUR FOREMAN OR SUPERVISOR FOR DETAILS

POSTER No. 8

Good Luck!

5000 WONDERFUL PRIZES

COME ONE, COME ALL

THINK, WRITE, WIN!

EASY TO WIN A BIG PRIZE

"MY JOB" CONTEST



SEE YOUR FOREMAN OR SUPERVISOR FOR DETAILS

POSTER No. 9

Remember **MY JOB CONTEST**
Closes Midnight OCT. 31ST

1947 OCTOBER

			1	2	3	4	5
5	6	7	8	9	10	11	12
12	13	14	15	16	17	18	19
19	20	21	22	23	24	25	26
26	27	28	29	30	31		

THINK...WRITE... *Get Your Entry in*

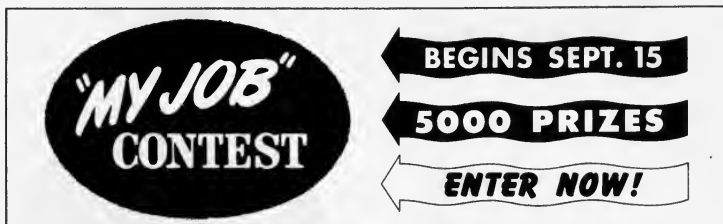
SEE YOUR FOREMAN OR SUPERVISOR FOR DETAILS

POSTER No. 10

Streamers

There will be six streamers for display during the contest period commencing September 15. They are 30" x 96" in size and can be used

at plant entrances and exits and other locations suitable for a large display. Suggested display dates for these streamers also are given in the Schedule of Activities.



STREAMER No. 1



STREAMER No. 2



STREAMER No. 3



STREAMER No. 4



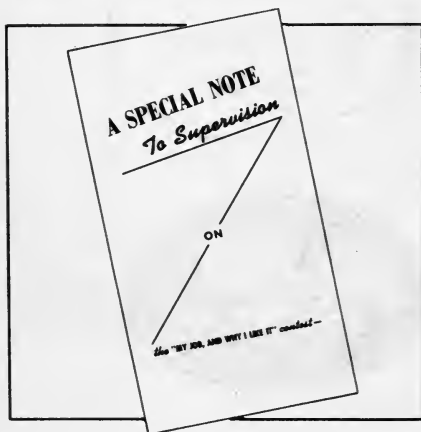
STREAMER No. 5



STREAMER No. 6

A Special Note for Supervision

Special contest information for Supervision is contained in a leaflet which can be passed out at meetings for Foremen and Supervisors. The leaflet explains how Supervision can help to get the greatest employee participation in the contest, and what benefits Supervision will derive from this activity.



Contest Rules Booklet

This booklet covers such points as eligibility, contest dates, basis of judging, notification of winners, etc. This is all stated simply, so as to impress the employee with how easy it is to enter the contest. An introduction points out that whereas no job is perfect, there are many good things about every job. The conclusion



suggests some of the approaches which the participant may use. Every employee will need a copy of this booklet in order to write his letter.

It is believed essential that each Foreman or Supervisor have a copy of the rules, so as to be fully informed on all important requirements.

Prize-List Folder

It is from the prize-list folder that employees and their families will receive much of their impetus and incentive to enter the contest. The folder pictures and describes the more than 5,000 prizes which will be awarded to those who write the best letters.

Look at what
MJC
has for YOU!

THE CHANCE OF A LIFETIME!

MAKE ONE OF THESE YOURS!

BE SURE TO ENTER

Contest Entry Blank and Envelope

The contest entry blank, which can be distributed to each eligible employee by his Foreman or Supervisor, is an 8½" x 11" sheet with a 3" coupon attached. Each blank is serially numbered to match the coupon. When the entry blank is received by the Board of Judges, the coupon will be detached and filed, and the numbered entry will be given to the judges for grading. Identification of the entrant, his home address, Division, etc., appear on the numbered coupon only.

Inasmuch as only one entry will be accepted from each eligible employee, if an entry blank is spoiled the employee should return the blank to his Foreman. The Foreman will give him a new blank and return the spoiled one to the Division's contest chairman, who will void it.

The Board of Judges will assume the responsibility of checking entries for duplications. The contest entry envelope in which contestants will mail their entries is self-addressed, postage prepaid.

ENTRY NO. 00 - -000

**"MY JOB
—and Why I Like It"**
CONTEST

(Use this sheet to write your entry. Use plain white paper of same size for any additional pages, if needed. Be sure to write the ENTRY NUMBER in upper right-hand corner of each extra page. Write on one side of paper only. Clip or pin pages together.)

BUSINESS REPLY ENVELOPE
FIRST CLASS PERMIT NO. 8827 CHICAGO, ILL. 60680

BOARD OF JUDGES
"My Job and Why I Like It" Contest
Box 766
CHICAGO, ILL.

ENTRY NO. 00 - -000

ENTRY RECORD

I submit the material, identified by the Entry Number in upper right-hand corner, as my entry in the "My Job, and Why I Like It" contest. I have read the rules governing this contest as set forth in the booklet, "Rules for the My Job and Why I Like It Contest," a copy of which was furnished to me with this entry form, and hereby accept them as the conditions under which I participate.

DEPONENT: Fill in the spaces below carefully—
as this is the only way we have of identifying the entrant.

EMPLOYED BY _____ MR. NAME _____ SIGNED _____
PLANT _____ DIVISION _____ HOME ADDRESS _____ PLEASE PRINT
DEPARTMENT _____ NAME OR NUMBER _____ CITY _____ ZONE NO. _____
BADGE NO. _____ STATE _____

---> **Keep a Record of Your Entry Number** <---

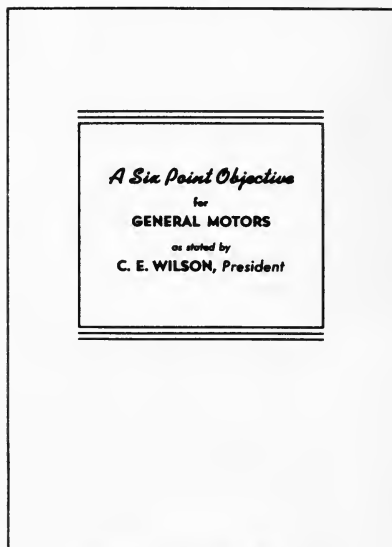
(OVER)

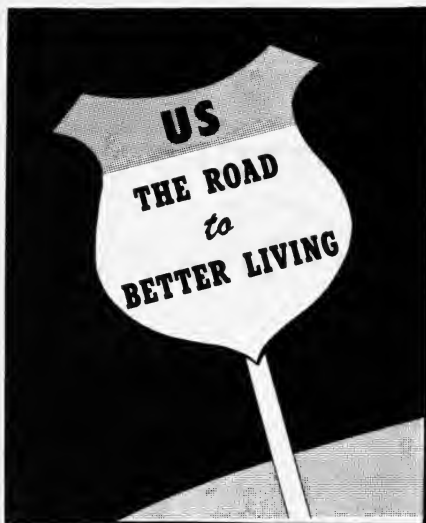
Thought-Starter Booklets

In addition to providing material for employees to use in writing their contest letters, these booklets contain information highly advantageous for all employees and their families to have. You will want to get wide distribution and use of these booklets.

They include:

1. "Getting Started," an 8-page leaflet designed to help the contestant get started with his entry. The whole purpose is to open the employee's eyes to a number of good things about his job which he may never have stopped to consider—equipment and facilities, good supervision and team spirit, benefit plans, prestige, freedom, etc. In the center-spread, more than 25 points which the employee may want to write about are graphically portrayed.
2. "A Six Point Objective," based on a talk which Mr. Wilson delivered at a meeting of General Motors executives in Detroit. It shows company thinking and planning in terms of employee happiness and welfare. This material, which takes the employee behind the scenes, should give him a better understanding and appreciation of Management's interest and effort to provide a good place to work.
3. "The Road to Better Living," a 12-page, illustrated booklet based on economic materials previously published in GM FOLKS. The growth of the American industrial system is traced, with emphasis on how machines, good tools and competent management have raised the living standard of the American worker. An introduction by H. G. Weaver compares the status of the worker 6,000 years ago with that of today.

**THOUGHT STARTER No. 1****THOUGHT STARTER No. 2**



THOUGHT STARTER No. 3

Reminder Mailing Pieces

It is anticipated that families will help employees in preparing contest entries, so it is important to keep reminding the families, too.

To do this, six cards will be furnished for mailing to employees' homes. These are $5\frac{1}{2}$ x $8\frac{1}{2}$ -inch cards in two colors and are keyed to fit the plant posters and other activities.

Not only will these cards help to interest the employee's family in the contest, but they also will be a reminder to the employee that the "My Job, and Why I Like It" Contest is a big opportunity for him.

It is important that they be sent out in the order in which they are numbered.

Suggested mailing dates are shown in the Schedule of Activities (pages 25-26). Catchy headlines, interesting and attention-getting copy make them a big addition to your promotion material.

POSTCARD REMINDER
No. 2POSTCARD REMINDER
No. 1



POSTCARD REMINDER
No. 3



POSTCARD REMINDER
No. 4



POSTCARD REMINDER
No. 5



POSTCARD REMINDER
No. 6

Special Early Bird Poster

This is a picture "tip-in" poster with blank spaces provided for you to insert pictures of some of the first entrants among your employees. It has the advantage of a local Division or Plant tie-in which will appeal to your employees.

It is the same size as the other posters, 17" x 22".

Special Contest Letterhead

Your contest chairman probably will want to write frequent letters and bulletins to the members of his committee and to Foremen and Supervisors, to keep the program moving and to keep enthusiasm high.

Special letterheads, like the one pictured below, are furnished for use in writing such letters and bulletins.

**EARLY BIRD POSTER****SPECIAL CONTEST LETTERHEAD**

THOUGHT-STARTERS FOR DIVISION PROGRAMS

Timing of the Divisions' contest programs is of primary importance in making sure that all eligible employees are working on the contest during the same period and have equal opportunity to prepare and submit their letters.

The employee response to the contest will be greatly influenced by the type of program which Divisions develop and carry out.

Here are a few suggestions which may prove helpful to you in getting started.

Your Contest Committee

The contest program which each Division and Plant will carry out simultaneously is an extensive one lasting several weeks.

To assure its success and the resulting benefits to your Division, you will want it to run smoothly, with all details handled promptly and efficiently.

Experience of others with contests and similar activities indicates that the most successful method of operation is by means of a general committee. Accordingly, it is recommended that each Division appoint a contest committee to handle the program. The chairman will act as coordinator and, with his committee, will have full responsibility for everything concerning the contest.

This responsibility should include all arrangements, details and promotion. The Schedule of Activities and the Summary which appear on later pages list the specific things the committee might do.

Foremen and Supervisors Have a Key Role

Your Division will want to have the greatest possible number of employees participate in

the contest. To help you accomplish this, Foremen and Supervisors can play an important part in your contest program. Their interest and enthusiasm should be aroused to the utmost, as they will have the most frequent contacts with employees regarding the contest.

Among the responsibilities which might be assigned to Foremen and Supervisors are the following:

1. Passing out entry blanks and envelopes to all eligible employees promptly.
2. Supplying thought-starter booklets and other information to employees.
3. Following up contacts to keep interest in the contest high and to urge all employees to enter.

It is suggested that they be given their instructions at meetings a week or ten days in advance of the announcement date of the contest.

Local Promotion of Contest

In addition to the use of the general promotional material provided for both the "teaser campaign" and the contest period, there are many other things that all Divisions and Units may want to do. Each Division will, of course, know what kind of local promotion will best suit its individual requirements and bring in the greatest number of entries. However, a few suggestions which might be helpful are given here.

Telling Your Story

One of the basic reasons for holding the "My Job" contest is the opportunity it offers Divisions to get their story across to employees.

You will want to help employees as much as possible by supplying information they can use in preparing their letters.

Here is the chance to dust off the records and really tell them what your Division offers and why it is a good place in which to work. There is no one better qualified to tell this story than yourselves. Perhaps some mimeographed material would suffice to tell of your local advantages, if printing is too costly or requires too much time.

The source material furnished by Central Office is, of necessity, quite general, but in the Division's story you can get right down to cases.

Special Prizes

As an added attraction for employees to enter the contest, Divisions are urged to offer special Division or Plant prizes.

It is recommended that these prizes be offered on a prize-drawing basis, to capitalize on the fact that everyone delights in getting a free chance to win something.

Everyone who enters the contest could be given the opportunity, upon presentation of the acknowledgment of his entry from the board of judges, to participate in an award of plant prizes.

The prizes should be substantial ones if they are to accomplish their purpose of stimulating interest in the contest. You might want to use the product or products of your own Division as prizes.

A special letter from the Manager, like the sample on page 20, can be distributed to each employee, shortly after the contest starts, announcing the Division prize or prizes.

Prizes for Foremen

To stimulate additional interest in the contest among Foremen, Divisions might like to put up a few good prizes for Foremen who have the highest percentage of eligible employees in their departments entered in the contest.

Or, if preferred, a guessing contest can be held for Foremen. This would be based on the number of entries received from the Division or Plant. The Foremen making the best guesses would receive the prizes.

Prize Displays

An attractive display of your prizes and possibly some of the national prizes, if you can obtain them, in the plant cafeteria, entrance, recreation room or other suitable location will arouse much interest.

Special Follow-up Letter

If a record is made of the employees, the Division can send out a special follow-up letter to all employees who have not entered. This letter can be over the Manager's signature and might be sent out about October 15 to obtain as many entries as possible during the last two weeks of the contest.

A Special "Contest Edition" of Plant Papers

Your Plant paper editor will play an important part in this program, and his aid should be enlisted.

To help him get started, a package of special material for a "Contest Edition" of your Plant paper will be sent to him.

The package will contain a complete outline of suggestions and a number of prepared releases and editorials. Follow-up material also will be provided for subsequent editions.

All Divisions and Plants will receive this package. If you do not have a Plant paper, you might like to consider converting some of the material for use on bulletin boards.

Spot Announcements for PA Systems

Another good contest-reminder stunt is the use of the public address system for announcements in the plant.

Modeled after radio spot announcements, they will help to stimulate interest.

Here are a few samples which may give you some ideas for writing your own announcements:

"Attention, all employees. Want to win a Cadillac? Get in this big new (Division) letter-writing contest now going on—4,999 other prizes also offered."

* * *

"Calling all employees. Have you entered the new 'My Job, and Why I Like It' contest now going on? 5,000 fine prizes—new cars, refrigerators, electric ranges, etc., etc., etc. If you haven't—get your letter in today."

* * *

"Folks, get the members of your family to help you win a new car, refrigerator, electric range or any one of 5,000 choice prizes in the 'My Job, and Why I Like It' contest now going on. Ask your Foreman about it."

"Man on the Street" Interviews

The public address system can also be used for interviews with employees about their part in the contest. A good interview of the

Sample Letter for Announcing Division Prizes

Dear _____,

You will remember my letter of September 13 announcing the GM "My Job, and Why I Like It" contest.

In that letter I mentioned that it is my hope that all the employees of Blank Division will enter the contest, and that our folks will get their share and more of the prizes.

We have now decided to offer you and all the other eligible employees of Blank Division a chance at an extra prize. This extra prize is a new _____.

Here is how it works—when you send your letter in, the Board of Judges will send you a postcard telling you that your entry has been received for judging. You can present this postcard at the Personnel Office at the Plant and they will record your name as a person eligible for a chance on the _____. The ticket gives you a chance in the prize drawing for the _____.

The drawing will be held in the plant cafeteria soon after the contest closes.

If you would like to see the prize _____, it will be on display at the Plant entrance, beginning Thursday of this week.

For a chance at this big extra prize, get busy and get your contest letter in the mail soon.

Sincerely,

Manager

"Man on the Street" type, perhaps in the plant cafeteria at noon, would arouse interest.

Among the questions that could be asked are name, department, job, what he or she thinks of the prizes offered; has he sent his entry in, if not, when does he plan to; did he receive the booklets from his Foreman; is his family helping him, etc.

Bulletin Board Announcements

Plants making regular use of bulletin boards as a means of getting information to employees can use bulletin board notices on the contest with very good effect. They can be mimeographed locally on different colored paper stock and changed every few days.

Enlist the Telephone Girls

Switchboard operators place hundreds, perhaps thousands, of outgoing telephone calls daily.

For a day or two, when they plug in to handle an outgoing call, they might say, "Only 15 more days left in the 'My Job' contest," before they proceed with the regular business of the call.

This will help in two ways—as a reminder for eligible employees, and as a reminder to Supervision that they have a contest job to do.

Signs for Trucks

Another good place to advertise the contest to employees is on signs displayed on the sides of trucks and other moving equipment inside the Plant.

Twenty-Four-Sheet Posters

A number of plants have outside bulletin boards which carry 24 sheet posters. A large

poster playing up the prizes, particularly those produced by your Division, would be a natural for this kind of display.

Dealer Window Displays of Prizes

You could arrange with local dealers who handle products which will be used as prizes, to set up a tie-in window display for one or more weeks during the contest.

A display of this kind would attract additional interest to the dealer's place of business and at the same time give more publicity to the contest.

Booklet Display Racks

Any Division having booklet display racks might like to use this medium for passing out some of the booklet material.

Special Contest Imprints

Imprinting of payroll envelopes, paper napkins for the cafeteria, and correspondence stickers for letters and envelopes also offers good opportunities to remind employees constantly of the contest.

General Manager's Trophy

For Divisions having several plants or branches, it is suggested that the General Manager put up a trophy for the Plant or Branch that has the highest percentage of its eligible employees entered in the contest.

It could be handled in much the same manner as the C. E. Wilson Trophy and would stimulate intra-Division competition.

Prize Award Ceremonies

Divisions will want to make plans for appropriate ceremonies for the presentation of prizes to their prize-winners.

There are a number of ways in which this might be done. A dinner could be given for all employees who entered the contest, with special presentations to each prize-winner.

If the number of entrants is too large for a dinner to be practical, perhaps an evening meeting with a buffet lunch could be arranged.

Many Divisions and Plants have an annual Christmas party and might like to use this as the occasion for presenting the contest prizes.

Each Division can best select the type of presentation which will suit its requirements. Presentation of prizes is, from the employees'

viewpoint, the climax of the entire contest, and, as such, is deserving of careful thought and preparation.

Schedule of Activities

On the next two pages is a Schedule of Activities for the contest promotion.

For easy reading the schedule is arranged as calendar pages for the months of September and October.

This schedule can be used by your contest committee in making up your own contest program and laying out a day-to-day schedule.

SUGGESTED SCHEDULE OF ACTIVITIES

IMPORTANT: Please use the order blank to order your contest material from Detroit.

IMPORTANT: You will note that there is ample space in the schedule for you to include the activities you select and develop for local promotion of the contest.

SEPTEMBER

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2 Display Poster No. 1. Put up stencil signs.	3	4 Display Poster No. 2	5 Prepare announcement letter to employees.	6
7	8 Display Poster No. 3.	9	10 Display Poster No. 4. Hold instruction meetings for Foremen and Supervisors.	11 Prepare announcement mailing.	12	13 Mail announcement letter with enclosures.
14	15 Display Poster No. 5. Display Streamer No. 1. Release special contest edition of plant paper.	16 Foremen and Supervisors pass out entry blanks and envelopes.	17 Mail Card No. 1. Foremen and Supervisors start passing out booklets.	18 Foremen and Supervisors continue passing out booklets.	19 Foremen and Supervisors complete passing out booklets.	20
21	22 Mail Card No. 2.	23 Display Poster No. 6. Display Streamer No. 2.	24	25	26	27
28	29 Mail Card No. 3.	30				

SUGGESTED SCHEDULE OF ACTIVITIES

IMPORTANT: Please use the order blank to order your contest material from Detroit.

IMPORTANT: You will note that there is ample space in the schedule for you to include the activities you select and develop for local promotion of the contest.

OCTOBER

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 Display Poster No. 7. Display Streamer No. 3.	2	3	4
5	6 Mail Card No. 4.	7	8	9 Display Poster No. 8. Display Streamer No. 4.	10	11
12	13 Mail Card No. 5.	14	15	16	17 Display Poster No. 9. Display Streamer No. 5.	18
19	20	21	22	23 Mail Card No. 6.	24	25
26	27 Display Poster No. 10. Display Streamer No. 6.	28	29	30	31	

USE YOUR SCHEDULE OF ACTIVITIES START ON TIME DO EACH JOB ON THE RIGHT DAY

SUMMARY FOR PLANNING CONTEST PROMOTION FOR YOUR DIVISION

1. Appoint a contest committee with a chairman or coordinator.
2. Order national promotional material from Detroit promptly.
3. With the aid of your committee select and develop the local promotion ideas you want to use.
4. With your committee, study the suggested Schedule of Activities on pages 25 and 26. Revise the schedule to fit the requirements of your Division.
5. Assign a member of the committee to handle special activities such as the following:
 - (a) Instruction meetings for Foremen and Supervisors.
 - (b) Mailings of announcement letters, rules booklet and prize list folder, division prize letter and reminder pieces.
 - (c) Display of posters, stencils, streamers and bulletin board notices.
 - (d) Distribution of thought-starter booklets.
 - (e) Prize displays of both national and Division prizes.
 - (f) Ticket distribution for Division prize.
 - (g) Public address spot announcements and "Man on the Street" interviews.
 - (h) Special plant paper releases or special edition of plant paper and or bulletin board notices.
Plant city newspaper publicity.

* * *

Do You Have Any Questions?

If you have any questions concerning the contest that are not answered in the contest rules booklet or this plan booklet, please write the Employee Relations Staff, General Motors Building, Detroit. Answers will be given promptly.

Or Suggestions?

Many of the things you develop for your contest program will be of equal value to others in stimulating interest and getting extra entries.

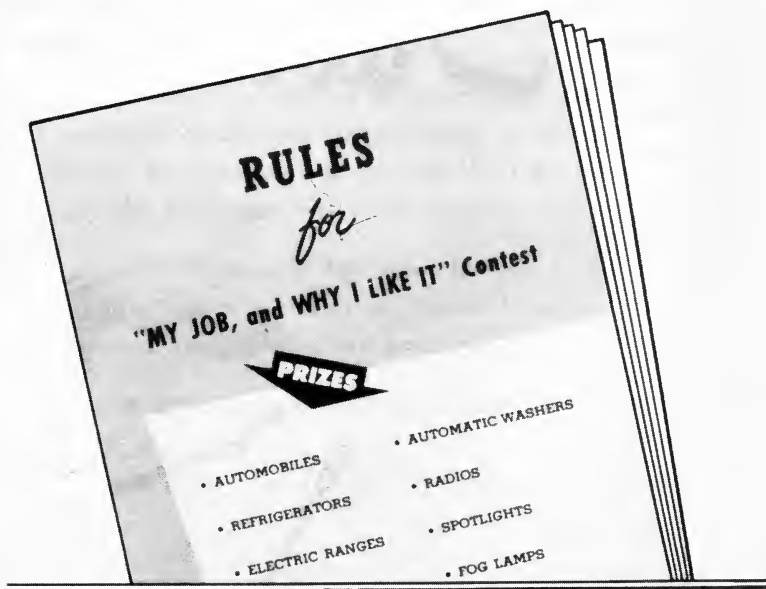
Please keep us informed of ideas and suggestions that click for you so they can be passed along for the benefit of all and the success of the contest as a whole.

All of the aforementioned preliminary activities were carried out in July and August of 1947.

HEAVY SHIPMENTS

In August contest chairmen in Plants and Offices, in Divisions and Subsidiaries, checked their employment figures, set their sights and ordered materials from the PLAN BOOK.

It took a great deal of advertising material to make this contest hum. Most of the items are illustrated in the PLAN BOOK; some are mentioned in Part I, where two posters are reproduced in black and white. Among the items mentioned in Part I are the Rule Book* and the booklet, "Getting Started", covers and full text of which are reproduced starting below.



*The contents of the Rule Book are included as a part of the Judging Procedure Booklet and are reproduced starting on page A-65.

GETTING Started...



"MY JOB, AND WHY I LIKE IT" CONTEST

The "MY JOB, and WHY I LIKE IT" Contest

If we can all see and appreciate the good things about our jobs, it stands to reason that we will be a happier and more efficient team. That is the underlying reason for the "My Job, and Why I Like It" contest.

Few things in life are perfect. Our daily contacts and associations all leave certain things to be desired. In fact, it's easy to concentrate so much on what's wrong that we entirely lose sight of the good things we have. For example, there are things many of us criticize about our government, but not one of us would want to trade the American way of life for any other.

The same holds true of our jobs. No job is perfect. But whatever your job may be, there are many good things about it. And they are what really count.

Thus, your possible rewards from this contest consist not only of prizes but also of a new and broader appreciation of the good features that make up your job.

GETTING STARTED

Undoubtedly there are lots of things about your job that you like but have never stopped to put down on paper or even discuss with anyone.

Now, by competing for the big prizes in the "My Job, and Why I Like It" contest, you can make your experience and observation pay off. All it takes is some serious, honest thought about why you like your job.

Maybe you knew just what you wanted to say the minute you heard about this contest. If so, it should be a simple matter to set your ideas down on paper. If, however, you have not yet quite made up your mind, perhaps this little booklet will help you get started.

There's no limit to the number of ideas you may express on why you like your job, or the sources of information which may be used. Perhaps your family or your boss will suggest some ideas that never happened to occur to you. If they apply, jot them down.

Or if something you read starts a train of thought, make use of it.

You will probably find, however, that most of your ideas—at least the best ones—will come from your own thinking. It is only natural that you, the person who actually has the job, will be in the best position to tell why you like it.

Someone else might sum up your job by saying that it involves: performing certain operations, working certain hours, using certain equipment, getting certain pay, assuming certain responsibilities, making certain contributions to the business.

But you know that that doesn't begin to describe your particular job or tell anything about what it means to you.

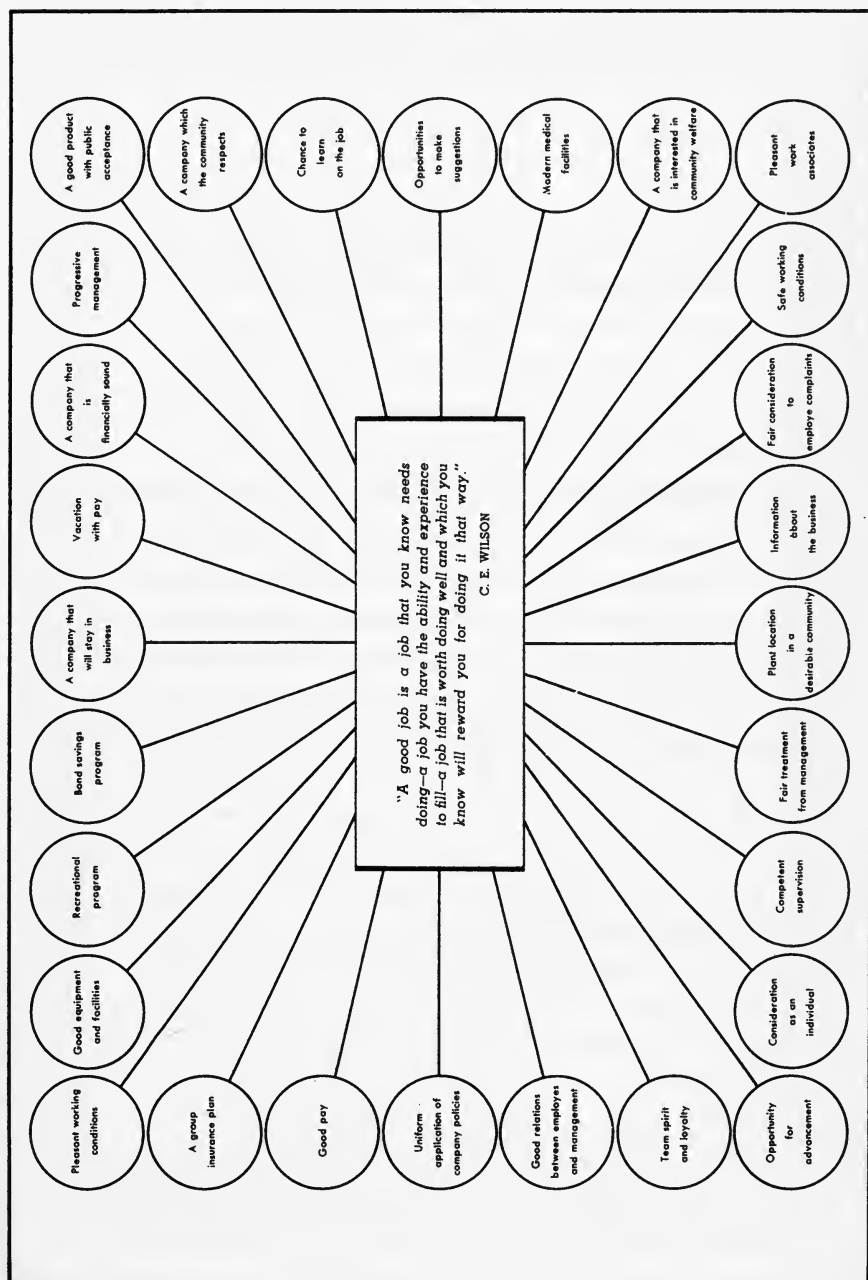
It may look like rather hard or uninteresting work to other people, but that's only because they don't understand your job or don't have the knack for it. At any rate, there's a tremendous satisfaction in knowing that you're doing a good job, and it makes work a lot more fun.

An outsider might glance at the equipment you work with and think only of its use. But you know the equipment almost like a person. You may be able to remember when it came into your department, and how work improved as a result.

You have found out through experience the many things this equipment will do, won't do, and may do. You have learned, too, that if you do right by it, it will do right by you.

To you, there is a lot more to the job than a pay check—such things as the recreation program, vacation with pay, insurance program, safety and health protection, hobby clubs and picnics, to mention only a few. Maybe some of these things didn't seem so important when you first started working, but the longer you are here, the more they come to mean in terms of pleasure, comfort and security.

Sure, you've got a work place. That's just part of any job. But did you ever stop to think what it would be like if the place weren't well-arranged and well-lighted and didn't have good ventilation? Or how you would



like your job if there weren't such facilities as washrooms, locker-rooms, cafeterias, parking lots, and the other things that make for a good place to work?

When you work with a group of people day in and day out, you are bound to learn their individual traits and habits—the way they think, talk and act. And how they work together as a team. Maybe the people in your department don't look much different from a lot of others, but you know them as they really are. From experience that really counts, you have learned that it would be hard to find a better gang, especially when the going is tough.

It's a safe bet that your boss, too, knows his stuff, else he wouldn't be where he is. The chances are, if he is like most executives in General Motors, that your Supervisor came up the hard way, working at a job like yours and a good many others before he was placed in a position of authority. If he doesn't have all the answers he can get them, so that makes him the person to head for when in doubt or in need of help.

Maybe there has been a public "open house" at the plant recently, or maybe it was just some newspaper ad you happened to read. Anyway, it's pretty certain that you get a thrill out of being able to say that you are employed by a Division of General Motors. It means a lot in your community and it means a lot throughout the nation. That is because your Division and General Motors are recognized as leaders in their fields.

There is an even more important advantage in working in a Division of General Motors than the prestige which it gives you and your family. That is the knowledge that you are connected with a solid organization, headed by a group of capable officers and executives, and operating according to sound business principles. You know that your company is not going to fold up overnight and take your job with it. You know, too, that when it gives its word, you can rely on it.

In thinking about the history of the business, it may well be a source of pride to you to realize the tremendous part General Motors has played in providing better living for everyone.

Swift, efficient, economical transportation has brought millions of people in closer contact with one another, and has made possible the development of vast industrial and residential areas.

Under the banner, "More and better things for more people," General Motors has steadily raised the American standard of living by lowering costs, expanding production, and providing an increasing flow of comforts and conveniences for all.

The part which GM men and women played in World War II—both on the battlefront and on the production front—cannot be forgotten. In those critical days every man and woman in General Motors was put to the test, and the results showed their true greatness, as individuals and as a team. It reflected also the fundamental soundness and strength of the American free-enterprise system.

While thinking about your job and why you like it, you may want to consider the status of people in some of the other countries—of the conditions under which they work and live and die.

Compare your privileges under the free-enterprise system with the kind of domination and slavery that people of other countries are subject to as servants of the state. It should suggest to everyone in this nation the most basic reason for liking his job.

In the final analysis, however, your job and why you like it are a personal matter. It may well be that your reasons are totally different from those of anyone else. And that is entirely as it should be in a free America.

The news bulletin referred to in Part I was addressed to contest chairmen as the need arose. A sample of a typical issue is reproduced below:

MY JOB and why I like it CONTEST

TO CONTEST CHAIRMEN

WATCH FOR THE SEMIFINAL REPORT of standings. It will be mailed tomorrow. The MJC statisticians are busy with it now.

ENTRIES TOTALLED 175,376 at noon today. Eleven thousand nine hundred letters were received by the Board of Judges in Chicago on Saturday, 5,650 this morning. The mails continue to bring more, but, to be counted, all envelopes must bear pre-midnight-October-31 postmarks.

DELCO PRODUCTS arranged for a special MJC plant mail pickup at 10:00 P. M., October 31. This assured the "late birds" a pre-midnight postmark.

UNION mailed two specially printed "Last-Chance" Government postal cards to non-participating eligibles. The first went out on October 24, the last on October 28.

DELCO-REMY took a positive approach in its regular October 31 issue of its plant paper. On Page 1, in two boxes flanking the name of the paper, to the right and to the left, appeared the words: "Still Time! Mail Your MJC Letter Before Midnight!"

"YOU DON'T HAVE TO USE ENGLISH" has been taken literally by a sizable group of contestants. The stack of letters waiting translation is now at least a foot high. The one on the top is in Arabic.

BULLETIN NO. 39

DETROIT, NOVEMBER 3, 1947

PRIZE NO. 1 -- the Lotus-green, red-leather-upholstered, black-topped Cadillac convertible -- **THE ACTUAL PRIZE ITSELF** -- is now on proud exhibit in the General Motors Building, Detroit. Through October 31, 49,213 persons have visited the display of National prizes there.

THE WILKES-BARRE TIMES LEADER says editorially: "It will be interesting, when the letters are analyzed, to see what the workers of one of the world's largest manufacturing concerns single out for praise. They will speak, more or less, for workers throughout the country, since General Motors operates from coast to coast and in many lines."

"While good pay is the chief concern of every worker, a great many other factors enter his employment. Job security would seem to be among the foremost. That means a job with a sound company with progressive management, a company that is likely to stay in business. To many workers, opportunity for advancement would be high on the list. Good working conditions also enter the picture. Happy relations between employee and management should appeal to many."

"The General Motors experiment will be well worth watching."

IN AN EARLY BULLETIN, a delivery of National prizes will be made. It will answer many questions.

Vern Proctor
VERN K. PROCTOR
EMPLOYEE RELATIONS STAFF



GM Public Relations issued two national news releases -- the first on September 15, the second on October 16. Clipping bureaus and Public Relations regional managers sent

in 194 clippings covering these two stories together. The coverage totaled 1,318 column inches or about 63 newspaper columns in 95 publications with 10,922,229 total circulation in 55 communities in 22 states: California, Connecticut, Delaware, Georgia, Illinois, Indiana, Massachusetts, Michigan, New Jersey, New York, North Carolina, North Dakota, Ohio, Oklahoma, Pennsylvania, South Carolina, Tennessee, Texas, Vermont, Virginia, West Virginia and Wisconsin.

Other news releases went out following the contest close.

FAMILIES HELPED WRITE LETTERS

MJC was a family affair. The contest material was sent to the employee's home. Contest chairmen urged employees to talk things over with their folks, make their letters the joint effort of the household. So well did this advice take, that one husband and wife rose from a sleepless bed at 2:00 A.M. and worked together on their essay the remainder of the night.

Even though she knew that her letter could not be considered for a prize, a wife was so enthusiastic that she wrote the management of the Southern California Plant of the Buick-Oldsmobile-Pontiac Assembly Division about how good her husband's job was at the Plant.

A Letter to a G. M. Plant Manager

Why I like my (husband's) job

Dear Mr. _____

Although wives' entries were not solicited for this contest, I truly feel that I have a perfect right to enter a paper. Literally I am not on the General Motors payroll, but in theory I am very much an employee.

First, because the Federal Government recognizes the fact. Come this next January when those complicated little forms called Income Tax Returns (also called other things under the breath by millions of people) are filed with the Collector of Internal Revenue, I am legally privileged to enter one-half of the wages paid by you to my husband on the form as my very own.

Do I work for this wage...and in your behalf? You bet I do! I am the human alarm clock that not only wakens the man

hereafter known as THE HUSBAND but I also see that he gets out of bed, eats a hearty breakfast prepared by me, leaves the house in time to be on the job at seven.

During the day while he works at his job in the Trim Department, I am laboring indirectly for you. I wash his clothes, iron them, clean the house, prepare a nourishing evening meal, plan mental or physical relaxation for his benefit...and otherwise minister to his mental or physical needs. This sends him to you a healthy man in body and mind, mentally alert, happy...satisfied that he is the head of his house and that he is earning an adequate living for a lovely and appreciative family.

Also, in these high-cost-of-living-days, it is I, the little woman, who budgets the GM wage check so that it covers both necessities and a little of the luxury offered the American workingman. It is I who says cheerfully, "Aw honey, hang on...these four day weeks can't last forever...materials will be coming in, and you will be complaining of too much work". Thus I fight that old subversive element of discontent...keeping him your employee for the better days I feel are just ahead.

Do I earn my half of the wages? I think that I do.

Second, the State of California recognizes that half of my husband's possessions are mine. This is a Community Property State. If you read the daily accounts as carried by the newspapers, you know that the Courts lean far backwards in allowing the wife this half. In contested separation or divorce suits the man is indeed lucky who has one fifth, much less, one half of his property left for his own use in the future.

Third, you, the Company Management, recognizes that I am a very important part of the job assigned my husband. Let me quickly list a few of the ways in which you include me as a part of the plans for your men, their welfare, and their family's general well-being.

GM plans and holds "Open-House" whereby the wife, kids, and friends are invited to see for ourselves "the pleasant, safe, and healthy conditions under which your husband helps produce a respected product for an established and reliable company". At these affairs, administrative officials are at one with the visiting families...smiling benignly at the antics of the kids when they climb on shiny new fenders, or run into forbidden passages. (How then could I slap them down for showing off?)

GM sponsors family picnics, where friendly contests are held and valuable prizes are given...I prepare the lunch, get the family ready and off we go. GM publishes news and family pictures in "Folks" so that the whole family gets interested in Pop's job.

GM sponsors an essay contest entitled "Why I like my job" and you suggest that the family help...who do you think wrote my husband's paper?

You initiate competitive teams for the employees and I am invited to come along and cheer my husband on to victory for his dear old department and for General Motors.

You send reams of notices via the United States Post-office. These little epistles keep me informed about working conditions, problems of waste and safety, shortages, democracy, and the United States Standard of Living in general.

You sponsor Boy Scout Teams, have hobby and model contests, and soap-box contests to which I send my kids.

You maintain a technical institute, the name of which I cannot remember, but from which it is a high honor for a boy to graduate.

Reviewing these points, can you deny that the Company makes us wives "GM Job" conscious?

Let me add a few more reasons why I like my (husband's) job. I like the location, close to our home in Compton. Transportation is thereby easier, and is safer thereby, on these foggy mornings we have in California.

I truly do appreciate the fact that my husband works for a reputable company that produces a reliable line of products ...in fact in these days of Automobile shortages, I am quite the neighborhood authority on the subject of "transportation troubles and possibilities in the future".

I do truly appreciate the Company's effort in my behalf for financial and medical protection...group insurance at low cost for maximum protection, and the benefits of the Blue Cross. During the war years (remember those hectic days of tank building?) it was a distinct favor to have the Company purchase Bonds for our family...a saving that we would doubtless have foregone if left to chance to purchase by us on the outside of the plant. At the same time I was impressed to see that the Company used local banking facilities, thus building up prestige for the plant.

I truly do appreciate the Company's open attitude toward Unions and their activities in the plant. In the paper my husband sent in for this contest, we carefully avoided this subject. However, I feel that the plant has been more than fair in their relations with the Union...both are supposedly trying to obtain the best working conditions for the American laborer. The Company has certainly initiated many improvements for each job, at the same time asking the men on the job to make suggestions. The Union has been concerned with money, and holding a job for a member often not worthy of that job,...while the Company has been concerned with safety, health and mental conditions of its employees.

I do truly appreciate the opportunity that the Company gave my husband, a man from the ranks, to become a salaried man for a time...and believe me, he saw the other side of a few of the problems that has faced him on wages. He now sees the responsibility placed on a foreman, he understands the great puzzle of personality clashes within departments, he sees that the Union has a responsibility toward the company for the concessions made to it.

Last, I did appreciate the Company's interest in my husband's service career. His job waiting for him on discharge, the gold discharge button. the leather case in which to keep

his ribbons and service emblems...all these things have made this wife take a possessive pride in her husband's job, in his future in that job, and in the Company that provides that job.

Mr. Clark, why cannot I enter this contest?

Very truly yours,

A General Motors Wife

As reported in Part I, several Plants held open house to encourage families in MJC participation. Other Plants invited families to come in to look at the prizes.

Impressed with how much his son actually contributed to his letter, a Hyatt employe suggested a second contest for employes' sons, letting the sons write letters on the merits of their fathers' jobs.

THE FINAL SCORE

The enthusiasm and energy put into the program for eight exciting weeks paid off in the gratifying final participation figures. Divisions took notice of the windup in various ways. They announced final Department, Plant and Division scores and thanked participants.

As announced in Part I, three units attained 100% participation and one, 99.04%.

CONTEST BOARD PROCESSED ENTRIES

With 174,854 entries to process, the Board of Judges in Chicago was in big business. The entries, running from 20 words to 20 pages, if piled flat, one upon the other, would tower six stories into the air.

The letters were written by pencil, pen or typewriter—one in Braille—and all were read by specially trained contest workers.

All judging was conducted under conditions carefully worked out especially for this contest. The judging procedure is covered in detail in the brochure which is reproduced in entirety:

JUDGING PROCEDURE

for the

"My Job and Why I Like It"

CONTEST

Sept. 15 - Oct. 31, 1947

★ GENERAL MOTORS ★
Employee Relations Staff

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SUMMARY

All Entries were mailed to "Board of Judges, Box #766, Chicago, Illinois". They were received and handled by R. L. Polk Co., as follows:



- Opened, dated and inspected.
- Entries with Entry Record not filled out or containing obscenity were disqualified and held out. (This group amounted to less than $\frac{1}{2}$ of 1 per cent.)
- Entry Record slip was cut off.
- Copies were made of a 10% sample of the first 10,000 Entries, to facilitate planning of further procedures.
- Entries were delivered to Lloyd Herrold Co.
- Acknowledgment was sent to entrants, and the Divisional Contest chairman for local prize drawings.
- Entry Record slips were filed in Entry number order for checking on eligibility and identifying winners when judging was completed.

*See page
31*

An extensive study was made of the 10% sample of the first 10,000 Entries received.



From this study there was developed the First Reading Chart and the general procedures for processing the Entries.

*See pages
12-15*

The First Reading eliminated approximately 75% of the total Entries.



This reading was done by graduate students of Northwestern and Chicago Universities who were able to pass the specially designed reading tests.

*See page
7*

The Second Reading Chart, developed from experience with the First, eliminated about half of the entries remaining from the First Reading. The screening at this level was much more specific.



*See pages
16-18*

This step resulted in two groups of entries:

- A. Exceptional Entries
- B. Better than average Entries

This reading was done by those readers who performed best on the First Reading.

FIFTH STEP

*See pages
18-19*

The Third Reading limited the final group of Entries to approximately 6,240 and also selected the best 200 out of the "Exceptional Entries" as determined by the Second Reading.

This was done by Lloyd Herrold Company specialists who had helped plan and supervise the other readings.

SIXTH STEP

*See pages
24-28*

Copies of the 200 best Entries were sent to the five Judges for rating.

The balance of the 6,000 were rated by three different readers.

The rating system and scale used in the above procedures were developed as a result of consultation with:

The Judges
Lloyd Herrold Company
Psychological Corporation
Experts from:
Northwestern University
Chicago University
Columbia University
University of Michigan
Wayne University

SEVENTH STEP

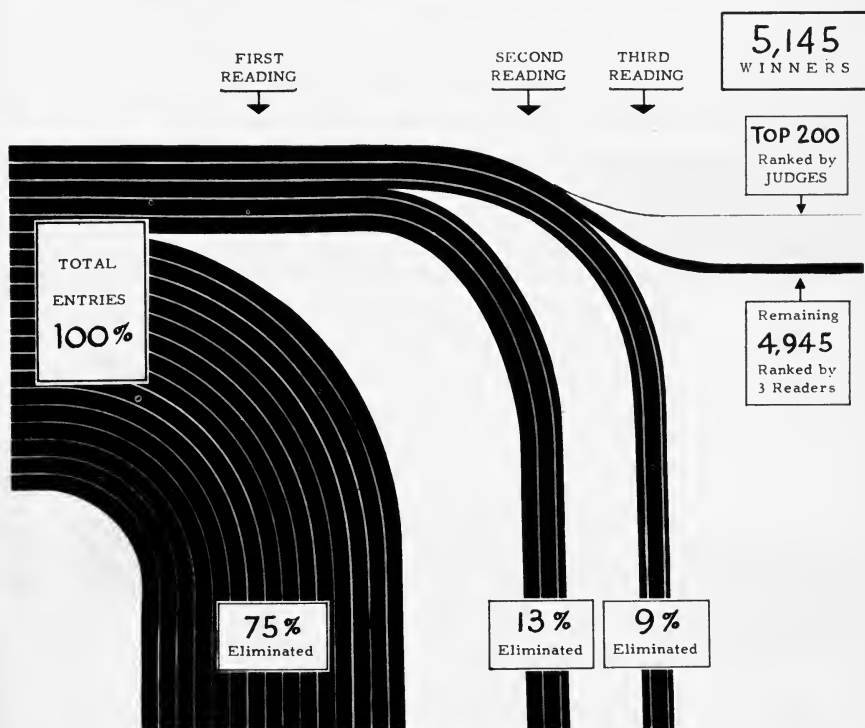
The ratings resulting from the previous step were processed by I.B.M. equipment according to a special procedure designed to produce final lists of prize winners in each Division of General Motors.

EIGHTH STEP

A final meeting of the Judges was held to inspect the processes and resolve duplicate scores remaining after the other processes:

- 1st To answer all questions.
- 2nd To go into whatever detail was deemed necessary to thoroughly acquaint the judges with everything that was done.
- 3rd To present the duplicate scores for consideration and further judging.

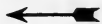
FLOW of JUDGING PROCEDURE



SELECTION OF THE BOARD OF JUDGES FOR MJC

Considerable attention was given to carefully examining the problems that would be faced by any group of five men who might serve on the Board of Judges for MJC. The qualifications decided upon as requisite were impartiality, integrity, a knowledge of human nature and sufficient appreciation and interest in the fundamental objectives of the contest to give adequate time to the job of judging. In seeking judges having these qualifications an effort was made to select men nationally known and respected in their fields. An examination of the backgrounds and qualifications of our Board of Judges will readily reveal that they more than satisfy these standards. Each Judge represents a slightly different point of view, and their combined judgments offer a rich, full blending of authority and sincerity.

Peter Drucker is a noted author and economist. His best known books are "The End of Economic Man" and "The Future of Industrial Man". A former newspaperman and foreign correspondent, he is now professor of political economy at Bennington College, Vermont.



Edgar Albert ("Eddie") Guest needs no introduction. Mr. Guest has been connected with The Detroit Free Press since 1895. More people know him as a poet than as a newspaperman; however, many will remember the Eddie Guest radio programs of a few years back. His poems have been widely syndicated and more than a dozen books have been compiled from this and his other verse.

James E. McCarthy is dean of the College of Commerce at Notre Dame University. Supplementing his theory in the college with practice in the business world, he is also a director of the First Bank and Trust Company of South Bend, Ind., and the Outdoor Advertising Foundation there. Before joining Notre Dame he was in the shipping and export business in Argentina. He, too, has turned a successful hand to writing and he's well known as a lecturer.



Dr. George William Taylor has made a name for himself in both industry and education. He has held several teaching positions during the course of his career and has been very active as an impartial umpire in labor-management relations. During the three-year period from 1942 to 1945 he was vice chairman of the National War Labor Board and was made chairman two years ago.



Dr. John Ward Studebaker is the U. S. Commissioner of Education. He is a man who earned his way through college as a bricklayer and now has four degrees behind his name. His first job in the educational field was as a principal of a high school and coach of athletics. Later he became superintendent of schools in Des Moines, Ia., and held that job until 1934, when he was appointed to his present position.



SELECTION OF A FIRM

To Assist Board of Judges in Preliminary Elimination

After a thorough search for firms that could offer experience in handling contests, it became apparent that only two had extensive experience, Reuben H. Donnelley Corporation and the Lloyd Herrold Company.

The Reuben H. Donnelley Corporation refused to take the assignment, giving prior commitments as a reason.

The Lloyd Herrold Company accepted the contract, fully realizing that their chief contribution to the judging process would be the weight of experience with many consumer and product contests. Dr. Herrold admitted perplexity with some of the basic problems but freely consulted with many different sources in order to devise an equitable and valid method of elimination, satisfactory to the Board of Judges. Dr. Herrold warned General Motors at the outset that MJC was a pioneering project for which there was no precedent.

At the final meeting of the Board of Judges in Chicago on November 25-26, 1947, Dr. Herrold and the elimination procedures were unanimously endorsed. The Board of Judges went on record as approving the elimination steps taken to produce the group from which the prize-winners were selected.

SELECTION OF READERS

From the study of the 10% sample of the first 10,000 entries, it was possible to develop a pattern of the many entries having no outstanding characteristics. These were of such a sameness that it would be impossible to consider them among the winners. Using this pattern, the experts developed the Reading Chart for the first elimination.

They then took 300 of the sample group of entries and agreed on those that should be eliminated by the FIRST READING. These were used as Test Entries in hiring readers. Each prospective reader was given the Reading Chart and an explanation of the job and then asked to read 100 of the Test Entries. A correlation was made between entries he would eliminate and those agreed upon by the experts. If his performance was good, he was put through the other 200 entries to see if he maintained it. If he did, he was hired.

If an applicant did not do well on the first 100, he was given further instruction and tried on the next 200. If he showed consistent improvement, he was hired. Those not doing a good job on either of the three Test Hundreds were rejected.

Spot checks were maintained throughout the reading procedures to insure consistent performance.

Procedure No. 1

INITIAL ELIMINATION READING CHART

You have read the booklets issued by the company to employees explaining this contest. You have taken the three preliminary tests to indicate that you have good comprehension of what your job is to be.

Now as you start to read entries as they arrive in this contest, remember the following:

1. You are not judging this contest. You are merely scrutinizing the entries which pass before your eyes with the sole purpose of selecting from the mass those entries which deserve further consideration of other readers before being submitted to the judges in the contest. Your job is to select entries which in terms of the rules of the contest should go on to additional readers—remember that the contest is being judged on the bases of sincerity, originality, and general subject matter.

Don't worry about these bases for judging especially. Practically all of the entries are sincere. Few are actually outstanding from anything that you may read into the work, originality. General subject matter, no doubt, refers to contents and even that may appear vague to you.

You can, however, follow the instructions below and by doing so carry out the specific purposes for which you were hired. Study these suggestions carefully before starting to read the entries.

2. You should not be governed by sympathy nor the tendency to feel sorry for any worker whose entries you read. In other words, the letters you select to go on must be outstanding for other reasons than your feelings of sympathy. Is the entry outstanding or deserving of further consideration? That should be your point of attack in your work.
3. You should select and read rapidly but avoid snap judgments. You should read from 60 to 100 entries regardless of length (just as they come) within each working hour. It is hoped you will gain speed as you become experienced so that you will read more than this number.

Avoid snap judgments such as discarding letters which appear difficult to read because of poor penmanship and poor grammar. Look for original ways of describing the job and original reasons for telling why the worker likes his job.

Types of Entries to Eliminate at This Initial Reading

Random tests which have been made previous to your starting the first reading of the entries in this contest indicate that approximately three-fourths of the entries will be discarded at the first reading chiefly for the reasons which appear below. Therefore, try to select entries for further consideration on these bases, or as a result of discarding the following types of entries:

1. **Entries of a general, non-specific nature.** These usually are very short or of medium length affording no degrees of originality nor general interest in subject matter.

Here are typical examples:

I like my job because it is my job and I feel as long as I come up with my end of my job I will always have one with GM.

I like my job because it helps keep Old Glory Flying and we all look up to her.

I like my job because of the money I get and the job isn't too hard and the pay is fair and it brings happiness to many homes and makes life easier for many people and it also helped to bring victory to a free land.

I like General Motors management I was always treated fairly I always look forward to General Motors, I believe in doing work right, if there wasn't a GM plant in Saginaw what would the people of Saginaw do? Do some realize this? Well I do. I worked for GM 16 years and hope to continue, I like my job in the machine shop I had this a few years but it is very interesting work and also am learning a trade by having this job, at the beginning of my 16 years I had a hard job but I still stuck to it until I could do more, so I asked for a better job which I got and am I thankful, for me and my family depends on General Motors.

Note: You will have little difficulty detecting letters such as the top three of this classification. There is little here to consider on the basis of judging this contest. Your difficulty at the start may be with letters like the last given above. This letter is sincere. There's no doubt about it. It actually says little except in a general way. It rambles around without developing any specific point. There will be ample letters of superior qualities in this contest. Hence, these general letters should be discarded now.

2. **Entries which are little more than a catalog listing of specific reasons for liking the job at General Motors—reasons which, no doubt, find their source in the booklet "Getting Started" and, no doubt, in the diagram which appears in the center spread of this booklet.** Mere listing of reasons is not enough to select an entry for further consideration of the future readers and the judges.

Here are examples: (Note misspelling and bad grammar are typical)

Why I like My Job:

1. have good job
2. Good forman
3. Good working conditions
4. Good town to live in
5. General manager very considerate of his workers seeing that they have all the work they want.
6. Makes the best wages I ever made, advanceing ever so often
7. Then why shouldn't I like my job when I'm completely satesfied

I am a door assembler it is the kind of work I like. My job too is to try and give my imployer 8 hrs work for 8 hrs pay there are many reasons why I like my job. One is from the point of safety seems to me that every employee in the plant from the top official down are safety minded. Once every month we are given a talk on safety by our supervisor. He explains how important it is to work safely the welfare and safety of each employee is given a wide consideration I know from my past experience I was given assestance a number of times just when I needed it most. There is a suggestion system in the plant where every employee is given a chance to suggest ideas of how to improve his work or his safety at a very good profit. There is also one of the finest and best equipped hospitals in the state. Every employee is compelled to go to the hospital if only a scratch. There is surgical plan and so on listing reasons similar to those in the booklet.

Note: There are a few very fine letters which should deserve further consideration written in a numerical point by point fashion. Guard against throwing letters into discards merely because you see a listing of numbers as points are developed.

3. **Commonplace letters recounting things that almost anyone would write.** Letters that indicate the worker has read the materials given him but hasn't worked out any original manner of expressing his thoughts. These often strike you as good letters but almost anyone irrespective of his particular job might write them from studying materials handed out to him. **Here is an example:**

I've been employed with General Motors for the past five years. In that time I've had three jobs. They were all good jobs but the job I have now I like the best. It's on a production line. We do different operations on this job every day. It makes the time pass so much faster. The people I work with all corporate on the job and makes the job so much easier. I also like the two weeks' vacation with pay also the In-

surance plan they have for our protection. I like also the safe condition Delco Remy gives to work under. I like the hours that I work because it gives me time for my housework also with all these reasons put together that why I like my job.

Note: You will have the greatest difficulty with letters of this type. Many expressed much better than this example still will possess few qualities which will make them outstanding or worthy of further consideration. In case of doubt about any such letter, select it to give the next reader a chance.

4. Letters which miss the point of the subject of the contest. The letters to hold for further consideration should be on "My Job and Why I Like It". Aside from an introductory opening phrase, what is contained in them should be on a job and also reasons for liking the job. The following, especially the last four, are recurring subjects that usually have some interest. However, discard the entry if it is only on one of these subjects, and does not discuss the job and why it is liked.

- a. recounting of work histories at GM and elsewhere
 - b. discussions of how the worker got his job
 - c. war experiences
 - d. philosophy of work
 - e. personal attitude towards work
 - f. discussion of the attitudes of workers toward a job and so forth
-

Note: If the larger part of the entry centers on something foreign to the contest, discard the entry. Do not, however, penalize a writer for mentioning any one or more of these points if he makes use of such material to get into his real subject matter.

5. Poetry or jingle forms in submitting the entry. This is not a contest to discover the persons with greatest skill in writing poems and jingles. The trouble is that the structure may call for only a general covering of the subject of the contest. It is doubtful that any such entry would get far but scan each that you see to be sure whether you are justified to discard it or whether you should leave that decision to future readers.

Your discards will be spot-checked by the supervisors as you read on this contest. Do not let this bother you unnecessarily. It is merely a precaution to assure that letters of the type which should go to the future readers are actually going there.

When in doubt, err in selecting the entry. If you need help, ask for it.

Procedure No. 2

SECOND ELIMINATION READING CHART

The second reading of the entries in the General Motors Contest—reading the selected entries resulting from the first elimination is still

a process of eliminating entries from the selections which have been made. **Remember, you are not judging the entries!**

At this stage, the bases for eliminating entries become tighter and more specific. Because of your experience in reading entries at the initial step, you have become more selective in your own standards and it might be assumed that you could start the second reading without any specific guide. You realize that your standards differ from other readers and, no doubt, change from day to day. Each reader's opinions are valuable but no one reader can assume the entire job of second reading. Therefore, here is a brief chart outlining the bases for eliminating or discarding entries from the "selected ones" in order to reduce the total to a number closer to that which is required for the awards:

Eliminate or discard entries that are:

1. Basically general or traditional reasons for liking the job.
Entries of this type although containing some original phrasing are in reality still expositions of such things as:
 - (1) wages,
 - (2) hours of employment,
 - (3) working conditions,
 - (4) ordinary GM benefits which all workers enjoy, and
 - (5) general statements of satisfaction derived from the job, and so forth. See Exhibit A★

Caution: Entries of this type often are the catalog listing type of letter which might have been eliminated on first reading. They remained in the selected group because they possessed or contained some original phrasing perhaps. Stripped of this small degree of originality, they basically are general or traditional reasons nonetheless.

2. Sensationally presented from a form standpoint without substantial content.

Entries of this type attempt to gain your attention through some clever plan of arrangement or novel display on the entry blank. Form alone does not justify your moving up such entries to the next reading. There must be some thought content to justify your holding an entry now. In a consumer contest the word "fancy" entry would cover this type, the schemes designed to catch the eye of the reader or judge.

Examples in this contest include many varieties from the entry which showed a gold chain attached to the borders of the statement to Exhibit B,★ which is a better example of what not to save for further reading.

3. Entirely in rhyme without substantial content.

Rhymes and poems without originality or substantial thought were to have been eliminated on first reading but many

★Note: Exhibits were not included in this report.

passed through. See Exhibit C★ which is undoubtedly clever but lacking in content when you review the purpose back of this contest.

4. Essentially errors in judgment on the part of first readers.

Accidentally, some entries got placed in the wrong piles at the first reading stage. Sympathetically, some entries were selected because the first reader was swayed emotionally. Now is the time to remove such entries because they do not possess qualities as outlined in the rules of this contest. See Exhibit D★

5. Excessively over-developed themes like the following—at the expense of the actual purposes of the contest:

(a) **Flag-waving:**

psuedo or real patriotism, "the American way of Life", Free Enterprise, and so forth

(b) **Personal history:**

life history or job history

(c) **Platitudes:**

"any honest job is worth doing" and many similar phrases.

(d) **Saccharine and syrup contents:**

"I just love my job", "My job is a dream come true", "My job is Heaven on Earth"—the excessively gushing type of exaggeration.

(e) **Purely personal reasons:**

experiences while ill, loss of family members, injuries and treatment, home life, etc.

(f) **Job description in detail,**

too much in detail

(g) **Philosophy**

toward work

(h) **War time**

experience

Caution: Whether to hold or discard an entry on any of the bases given above in this section is a matter of the manner and degree that the writer used this material. If by using any one or more of these he over-developed them at the expense of valid contents, discard the entry. If he employs one or more as means to the end—getting started or closing, for example, or if he mentions them without developing them to the exclusion of the real content of the entry to fit the contest, hold the entry for further consideration.

If our estimates are correct at this time (we shall know as soon as the selected entries are counted into bundles of 100 entries each) it is necessary at the second reading to discard 50 per cent of the entries which you read. On this basis, there still would remain twice as many entries as there are awards in the contest.

★Note: Exhibits were not included in this report.

We, therefore, should like to try an experiment with you as you do the second reading. We should like you to evaluate the entries which you hold to the extent that you make two piles of selected entries:

1. **Exceptional entries**—according to your evaluation of them. (Place these at the extreme left of your work space.)
2. **Better than average entries**—according to your evaluation of them. (Place these to the right of the Exceptional entries.)

In a third pile you will place those entries eliminated by this step. It is difficult to say how many entries out of 100 which you read should fall into the Exceptional Group. Preliminary tests indicate that you might safely consider from 7 to 10 out of each 100 entries you read. It may differ from this, however. The point to remember that we shall need for safety—safety means simply to avoid re-reading your discard piles at the end of the contest—at least 50 per cent of the entries which you read at the second reading. If, for example, you hold 7 entries in the Exceptional pile, then you should have 43 in the Better Than Average Pile.

Try this experiment from the start and check with Mr. Herrold or Mrs. Cummings after reading five hundred entries.

The Second reading must be done more slowly than the first in order to give the entries ample consideration. It might be wise to make one additional pile at the right of your space for "Doubtful" entries which can be discussed with Mrs. Cummings at the end of each day. Try this at least for the first few days.

Procedure No. 3

THIRD READING CHART

The third reading of the entries in the General Motors contest—reading the entries which were selected by means of the second reading process and evaluated as "exceptional"—is to some extent still a matter of eliminating entries. Approximately 600 letters have been considered "exceptional" as the result of the second reading. This number must be boiled down to exactly 200 letters which are to be judged and evaluated by the Jury of Awards which meets in Chicago on November 25, 1947.

While it is still true for the third reader as it has been for original readers and second readers in this contest that "you are not judging the entries" at this third stage a greater degree of judgment and discretion will be required to select from the total number, the 200 worthy of being passed along to the Jury of Awards.

Here, then, are explained characteristics which may be of value in reducing the number of "exceptionals" to the required 200:

- (1) **Originality:** This may take the form of an unusual treatment of an otherwise prosaic situation. It may take the form of an

unusual analogy which is particularly appropriate. It may take the form of an unusual approach to the letter, possibly an introduction.

Example of an unusual analogy: "As a boy I always felt proud of my dad and his job because he had a part in building the now famous Brooklyn Bridge" . . . "I am sure now that my daughter holds within her heart for me the same feeling I held for my dad and his Brooklyn Bridge."

Example of an unusual approach: "One day after 'MJC' was announced, I pondered the question 'Why do I like my job?' when without warning a vicious little gremlin called Mr. Skeptic burst into my thoughts. Mr. Skeptic said 'Don't be silly, how can anyone doing production work like his job?' . . ."

- (2) **Sincerity:** This quality in an entry is vital and extremely difficult to define in any objective terms. It becomes evident through the honesty and unpretentiousness in which the entrant expresses himself. As a matter of fact it is doubtful that any entry reaches the "exceptional" group lacking sincerity.
- (3) **Subject Matter:** This factor refers to the ideas included in the title of the contest—"My Job and Why I Like It". Specifically it refers to statements made by the entrant regarding his job which distinguish it and make it a real and vital thing to him, something more than the usual features which would apply to most in a fairly good job with a progressive company.

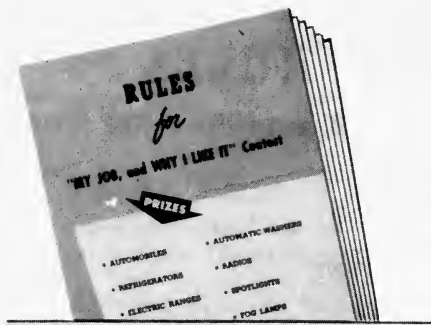
While the three topics briefly mentioned above represent the only bases for judging entries in this contest, at this stage, the third reading, some attention may be given to each of the following:

- (1) **Human-interest:** The presentation of reasons for liking a job in such a way as to make it seem attractive to people. It may include touches of nostalgia, lure of adventure, intense interest, etc.

Example: "It has been a beautiful September evening. Our three children have long since been safely tucked in their beds and now Catherine is preparing to retire. We had just been sort of reminiscing about the 12 years since we became 'one' and went into the business of rearing a family.

"For the present moment I am left alone in the living room with my radio and favorite pipe. While the lights are low and the music is soft, I cannot help but reflect that I belong to two great families; the one that I share with Catherine and the other which is closely related, so to speak—General Motors."

- (2) **Forcefulness:** This refers to the directness and clarity with which the convictions, feelings, sentiments and ideas are expressed. It doesn't require any elaborate literary style. In fact, the inclusion of any elaborate literary style features might even constitute a handicap in the contest.



The purpose of this contest . . .

is to help us all see and appreciate the good things about our jobs. That's why the subject is worded "My Job, and Why I Like It."

Nothing in life is perfect. We are all aware of shortcomings among our associates, in our homes, in our jobs, in our country. Criticizing or "gripping" is a good old American custom. But sometimes we are so busy criticizing what's wrong that we can't find time to enjoy the good things we have. We may find fault with many things about our government, but at the same time we know that we wouldn't trade our American way of life for that to be found in any other country in the world.

The same is true of our jobs. No job is perfect. But whatever the job may be, there must be many good things about it. This contest will help focus your attention on the things you like about your job. Whether or not you win one of the contest prizes, it is hoped that you and all who enter will win a more important prize - the habit of not overlooking the bright side - the knack of appreciating and enjoying what we have.

RULES

for "MY JOB, and WHY I LIKE IT" Contest

WHO CAN ENTER CONTEST

All Hourly Employees, and Salaried Employees who are "Non-Exempt",^{*} can take part in the contest, provided:

they are on the payroll of a Division of General Motors or the Central Offices (in the United States) on or before September 14, and continuously thereafter on the payroll to the date winners are announced.

WHAT YOU DO

Write about 100 words, or more or less if you like, on the subject "My Job, and Why I Like It." (The actual number of words will not have a bearing on the judging.) See page 9 of this folder for some helpful hints. Each eligible employee may make one entry only.

HOW TO DO IT

- 1st You will find helpful hints in the booklets "Getting Started," "A Six-Point Objective" and "The Road to Better Living," which will be furnished you.
- 2nd Your family may help with their ideas or in any other way.
- 3rd Your entry should be written on the blank furnished. Use additional paper if necessary. Write on one side of paper only. (If you lose or spoil your entry blank, you may obtain a new one from your Supervisor.)
- 4th Fill out the bottom part of the contest entry blank and mail your entry in the envelope furnished. No postage is necessary.
- 5th Keep a record of your entry number for future reference.

^{*} If you are a salaried employee and are in doubt about your classification, consult your immediate superior.

WHEN TO DO IT

Entries may be mailed in any time from September 15 to October 31. All entries must be postmarked before midnight October 31.

HOW YOUR ENTRY WILL BE JUDGED

What you say is more important than how you say it. Write just as though you were talking to a friend of yours.

Your entry may be written or typed. Handwriting, grammar, spelling or fancy decoration will not count for or against you in the judging. If you can express your thoughts more easily in some language other than English, you are free to do so. The judges will be assisted by expert translators.

Entries will be judged on the basis of sincerity, originality and general subject matter.

Your name will not be known to the judges, because all entries will have only serial numbers. The stub with your name and address will be removed and filed when your entry is received.

The decision of the judges in determining the winners and awarding prizes is final. In case of ties, duplicate prizes will be awarded.

THE JUDGES

Five nationally known people, not connected with General Motors, will be selected as judges.

HOW PRIZE WINNERS WILL BE NOTIFIED OF THEIR PRIZES

Prize winners will be notified not later than December 10, 1947. A complete list of the winners will be published in GM Folks Magazine.

ALL ENTRIES BELONG TO GENERAL MOTORS

All entries and the contents and ideas therein become the property of General Motors upon filing of the entry. No entries will be returned. General Motors reserves the right to make unlimited use of any and all entries and the contents and ideas therein.

FURTHER INFORMATION

See your immediate Foreman or Supervisor if you have any additional questions.

THINK...WRITE...WIN

You Have As Good
A Chance As Anyone

Stop and think about your job. Think about what it means to you and to your family. Think of why you believe it's a good job for you. Then put your thoughts on paper, as simply as possible.

- Maybe you'll want to write about the exact nature of your work - the things you do on the job and the satisfaction you get out of doing them - the part you play in the job of building good products.
- You may want to write about the people you work with - the friendly associations that make your job more pleasant.
- Or about the special benefits and programs your Division provides you - such as the Suggestion Plan, group insurance, recreation program, bond savings plan, employee facilities, etc.
- You may want to mention the advantages to you that come from being a member of a Division of the GM family - for example, the prestige that goes with the name General Motors; the dependable products; fairness toward both employees and customers; sound, aggressive management, able to maintain a position of leadership in the industry.
- Or you may feel like pointing out those particular things about your job that result from the principles for which our country stands - the rights and liberties guaranteed by our Constitution.

In fact, the sky is the limit. You can write about any or all of these items, or any other points you may be thinking of. It's up to you to decide. But remember: You'll have a better chance to win if you give your own thoughts in your own words. Sincerity is important.

* * *

1

INSTRUCTIONS

FOR RATING THE WINNING ENTRIES

To the Judges and the three final readers

1. Read enough entries to get the “feel” of these final entries as a base on which to make rating judgments.
2. Write Entry Number in upper right-hand corner of Rating Sheet.
3. Read entry with a view of rating it regarding its “Sincerity”, “Originality”, and “Subject Matter”.
4. Check one box after each of the three criteria on the Rating Sheet.
5. Keep rating sheets in order and pass on for scoring.

2

CRITERIA FOR JUDGING

“Entries will be judged on the basis of sincerity, originality and general subject matter.” (Quoted from “Rules for ‘My Job, and Why I Like It’ Contest.”)

Definitions from Webster’s

New International Dictionary, 2nd Edition Unabridged

SINCERITY:

“—honesty of mind or intèntion; freedom from simulation, hypocrisy, disguise, or false pretense.”

ORIGINALITY: “—quality of being original;—Not copied, imitated, or reproduced;—independent and creative in thought;—”

SUBJECT MATTER: “—the matter presented for consideration—as in a treatise—; collectively, the essential facts, data, ideals, etc., at the base of a question under consideration;—”

3

SCALE FOR RATING EACH OF THE THREE JUDGING CRITERIA:

Sincerity, Originality and Subject Matter

The following five point scale has been evolved as the simplest and most accurate means for rating “My Job” contest entries.

Definitions from Webster’s

New International Dictionary, 2nd Edition Unabridged

Order

- 1 **ORDINARY:** “—not distinguished in any way;—”
- 2 **FAIR:** “—Free from marked merit or defect;—Likely; promising;—”
- 3 **GOOD:** “—Of comparative excellence in its kind;—”
- 4 **BETTER:** “Having good qualities in a greater number or degree—”
- 5 **BEST:** “Having good qualities in the highest degree;—”

4

INSTRUCTIONS FOR SCORING RATING SHEETS

1. Write, in column on right-hand edge, proper score for each rating as follows:

	<u>SCORE</u>
ORDINARY	1
FAIR	5
GOOD	9
BETTER	13
BEST	17

2. Multiply the three scores on each Rating Sheet to obtain TOTAL SCORE and enter on last line of right-hand column.
3. Collate Rating Sheets* A, B, and C, (or all 5 in case of TOP 200) so that the three ratings for each entry are brought together. Inspect Entry Numbers to be sure all three Rating Sheets are for same entry. Staple in upper-left corner.
4. Add the three TOTAL SCORES to obtain FINAL TOTAL SCORE for each entry and write in heavy box at lower-right corner of Rating Sheet C.

* While the distinguishing letters A, B, and C, do not appear on the Rating Sheets; A, refers to the buff-colored sheet; B, to the pink sheet; and C, to the yellow one.

SAMPLES OF RATING SHEETS

RATING SHEET

	Ordinary	Fair	Good	Better	Best	SCORE
SINCERITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ORIGINALITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
SUBJECT MATTER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
TOTAL						

ENTRY NUMBER



RATING SHEET

	Ordinary	Fair	Good	Better	Best	SCORE
SINCERITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ORIGINALITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
SUBJECT MATTER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

ENTRY NUMBER

RATING SHEET

	Ordinary	Fair	Good	Better	Best	SCORE
SINCERITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ORIGINALITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
SUBJECT MATTER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

ENTRY NUMBER



PROCEDURE FOR PROCESSING

Steps

1. The Entry Numbers of the 6,240 Entries surviving the elimination processes, were checked against the Entry Record slip file and the corresponding Entry Record slips pulled.
2. Punched cards were made up from these Entry Record slips, carrying Entry Number, name, address, plant, and city of residence.
3. Lists of these names were then sent to the Plants for verification of the eligibility of their entrants.
4. The Rating Sheets from the Judges and final readers were scaled and final score computed.
5. A second deck of punched cards was made up carrying the Entry Number and score of each entry.
6. These two decks of punched cards were sorted in Entry Number order, matched and the scores transferred to the card with name, etc., on.
7. The completed cards were sorted by Division and name of entrant and the ineligible, as reported by Divisions, were removed.
8. The cards were then re-sorted in descending order by score and a sequence number was punched in to indicate the prize order.
9. The cards were finally sorted by Division and sequence number and listed by Divisions to show names and identification of the 5,145 winners and their respective prizes.

MJC NATIONAL PRIZES

Listed According to the Order In Which

They Will Be Won

	<u>Prize Numbers</u>
1 Cadillac Series 62 Convertible Club Coupe.....	1
3 Buicks Series 51 Super Four-Door Sedans.....	2-4
6 Oldsmobiles Series 76 Dynamic Cruiser Four-Door Sedans	5-10
10 Pontiacs Streamliner Six Four-Door Sedans.....	11-20
20 Chevrolet Fleetline Series Sportmaster Four-Door Sedans	21-40
25 Frigidaire Electric Ranges, Model RJ-70.....	41-65
25 Frigidaire 7-foot Cold-Wall Refrigerators, Model CDM-7	66-90
50 Frigidaire Automatic Washers, Model WJ-60...	91-140
40 Frigidaire Electric Ranges, Model RJ-60.....	141-180
40 Frigidaire 7-foot Refrigerators, Model DI-7.....	181-220
25 Frigidaire 4-foot Home Freezers, Model HJ-4...	221-245
50 Frigidaire Electric Irons, Model IJ-30.....	246-295
100 Delco Portable Radios, Model 1409.....	296-395
250 Delco Table Radios, Model 1236.....	396-645
750 Guide Spotlights	646-1,395
1,000 Pairs Guide Driving Lamps.....	1,396-2,395
750 Accessory Kits	2,396-3,145
1,000 Saginaw Recirculating Ball Bumper Jacks.....	3,146-4,145
<u>1,000 Guide Non-Glare Mirrors.....</u>	<u>4,146-5,145</u>
5,145	

SAMPLE OF ENTRY BLANKBACK SIDE
↓**P. S.**

(Whether or not you choose to fill out this side of the sheet, or anything you may say here, will have no bearing on the judging of your entry.)

We thought that after you had written about the things you liked about your job, you might also have some constructive thoughts on how that job might be improved. We would appreciate anything you care to tell us along these lines. **(IMPORTANT: This should not include anything that could be submitted to your Plant Suggestion System.)**

FRONT
SIDE
↓

ENTRY NO. 88 - 4993

"MY JOB
—and Why I Like It"

• C O N T E S T •

(Use this sheet to write your entry. Use plain white paper of same size for any additional pages, if needed. Be sure to write the ENTRY NUMBER in upper right hand corner of each extra page. Write on one side of paper only. Clip or pin pages together.)

PLEASE DO NOT DETACH

ENTRY RECORD

ENTRY NO. 88 - 4993

I submit the material, identified by the Entry Number in upper right-hand corner, as my entry in the "My Job, and Why I Like It" contest. I have read the rules governing this contest as set forth in the booklet, "Rules for the My Job and Why I Like It Contest," a copy of which was furnished to me with this entry form, and hereby accept them as the conditions under which I participate.

IMPORTANT: Fill in the spaces below carefully—
as this is the only way we have of identifying the winners

SIGNED _____

NAME _____

MRS _____

PLEASE PRINT _____

EMPLOYED BY _____

DIVISION _____

HOME ADDRESS _____

PLANT _____

NAME OR NUMBER _____

CITY _____

PHONE NO. _____

DEPARTMENT _____

BADGE NO. _____

STATE _____

→ Keep a Record of Your Entry Number ←

(OVER)

THE GRAND AWARDS BANQUET

To honor the 40 top MJC winners, Mr. Wilson was host at a dinner (*see cut*) in Detroit on Saturday, December 13, 1947. The more than 300 guests included the Honorary Judges, the Divisions' contest chairmen, other members of management and General Motors officers. A reception preceded the dinner. During dinner, there was vaudeville; after dinner, talks and ceremonies.

Mr. Wilson personally congratulated each winner and presented a gold ignition key, symbolic of the prize car to be delivered later. Mr. Wilson also presented bronze plaques to the four General Managers of the Units mentioned above as achieving perfect—or near perfect—participation.



C. E. Wilson, left, gives golden car key to Thomas Anslow of Buick who won top MJC prize, a Cadillac. W. G. Power of Chevrolet, in background, introduced car winners at award dinner.



Here is one of the golden keys and engraved medallions presented to MJC car winners.

Because of the quality of, and the widespread interest in, the 40 best letters, General Motors decided to publish them in a booklet entitled, "Accentuating the Positive". This volume, in addition to the best letters, contained statements from the five judges, the contest administrator, and Mr. Wilson. Each letter carried a thumbnail cut of the writer with a brief biographical sketch. At first, distribution was limited to the GM management group, then the booklet was made available to all employees on request, and to the general public.

Chevrolet winner Harry W. Easley, of Chevrolet—Kansas City—center, talks with M. E. Coyle, GM executive vice president; H. H. Curtice, general manager of the Buick Motor Division and GM vice president, at the reception preceding awards banquet.



B. A. Brown, left, Moraine Products general manager, and B. W. Mittler, MJC chairman, got fourth Wilson plaque.



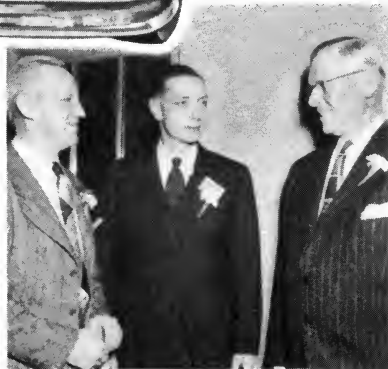
TOP MJC WINNERS



Cadillac-winner Anslow stops to be photographed before taking his wife and daughter for a trial spin.



An orchid corsage is pinned on winner Mary Elizabeth Strasser, GM Overseas, at reception before award dinner.



James Sebaste and winner John W. Armstrong, of Rochester Products, chatted with Harry B. Coen, right, GM vice president in charge of Employee Relations.





The National Grand Awards Banquet

To honor the 40 Top Award Winners, Mr. C. E. Wilson is host at a dinner in Detroit, December 13, 1947. The more than 300 guests include the honorary judges, the Divisions' contest chairmen, members of supervision and General Motors Officers. The car winners are standing in front of the speakers' table.

POST-MORTEM

Early in the contest, Mr. Coen wrote to General Managers of GM Divisions as follows:

"As you have known since the beginning, the 'My Job' contest now going on is an experiment. Though at the moment, it's too early to tell, we hope that the contest will pay off well in improved employe attitudes throughout the Corporation. From it we hope to get information of basic value in maintaining good employe relations.

"I shall appreciate it greatly if you will write me or assign someone to prepare a post-mortem report to be sent to me at the close of the contest. If there are any features of the program that seemed impractical to you or unsuited to your operations, please tell me. In other words, I am interested in a cold analysis—I want to know the bad points as well as the good. Only by getting a complete picture of the contest as a whole and in detail can we be in a position to judge its merits fairly and subsequently to profit by them."

Divisions responded well to that letter. While all agreed that MJC was a success and of definite value, many had helpful suggestions for improvement should GM conduct another contest among employes. In their comments they pulled no punches.

The principal improvements suggested for any future contest were two:

1. Allocate prizes either on a Divisional or regional basis so that all Divisions would get some of the larger prizes.
2. Plan more variety among the smaller prizes, giving such merchandise as electric irons, toasters, blankets, waffle irons and lamps.

APPENDIX B

A RANDOM SAMPLE OF EMPLOYEES' MJC LETTERS.

In this appendix a group of 25 employe letters are reproduced verbatim. No effort was made to select particularly outstanding or unusual letters. It is suggested that the reader review the booklet containing the forty top prize-winning letters if it is desired to see some of the unusual letters that came in. The purpose of this appendix is to give the reader some concept of the flavor of these employees' personal documents. If after reading these letters and the total report, the reader finds some area which he would like to investigate further, it is suggested that he contact the authors.

Entry No. 01-2381

Gentlemen: I like my job for the modern equipment that enables efficient foreman to always get production without that dead tired feeling. I like the fair methods of doing things. If you can't do one thing you are given something you can do. We have disable men of all sort running elevators or some other less important job. It really gives one confidence. If I were to be come handicapped I feel sure the executives would find a job for me. It gives me confidence because I believe it is one of the biggest and certainly the best auto firm in the country. and is always the surety of a job for tomorrow. I enjoy seeing the big buses and trucks in peace time going all over the country, bringing people and places so close together. And how important G.M.C. was in going all out in world war 2 to bring an early end to the fighting and save so many lives. I like the number of opportunities for advancements you are judged for capability of doing the job. There are no strings to pull in the office. I like my job even for the buildings they are cool in summer and warm in winter. And the cafeteria has good home cooked food. I like my job for the pleasure my 3 childred get out of the annuel Xmas parties, and picnics. I like the well equipt First Aid Service, with the best nurses and doctors, and we even get our work clothes at the plant. I think it is all wonderful, the bonds opportunity and Hospitalization and everything.

Entry No. 02-0001

September, 1940, I was deeply in debt and out of a job. I had been married three years and somehow I never could hold a job very long at a time. My Wife went back to her home and I just started wandering around from city to city trying to find a job. October 28, 1940, I hired in at G.M.C. Truck & Coach as helper on a Heavy Duty Spot Welder. Two weeks later I wrote a letter to my little wife and immediately she came to Pontiac. That was the happiest day of our married lives, we were together again—thanks to General Motors for giving me that '*good job*'. I worked hard at my job and was soon promoted to operator on Heavy Duty Welder. That was all I needed to spur me on. I worked on every machine in our Dept; this came about, by being obedient to my Foreman. One afternoon he (my Foreman) called me in his office and asked me how I would like to be his group leader. I was so happy I couldn't help but cry and naturally I accepted the job; for it was a '*better job*' than I had ever had before. At the present time I have Welders, Press Operators, Riviters, & Metal Finishers working for me. This job places a great responsibility on me. This is the '*best job*' I have ever had in my life. My job at present gives me a great opportunity to study fellow workers and understand them better.

We have what we call conference day for Group Leaders; this gives us a chance to discuss different phases of our work and how to run Sheet Metal Division more efficiently. Our Supt. meets with us and we receive priceless information on how to deal with men and run our departments efficiently.

We also have a great Sport program here at G.M. Truck & Coach. They built three Softball Parks for us and bought uniforms for us—who wouldn't like to work here at G.M. Truck & Coach? I am proud I belong to General Motors.

G.M. Truck & Coach has made every thing work for the good of their employees. Insurance as a rule is hard for a working man to pay, but under the Payroll deduction plan one never misses that money and our insurance is always paid up to.

I appreciate our suggestion plan which has paid me extra cash several times for suggestions I have turned in.

Thank God for my job here at G.M. Truck & Coach; It has enabled us to keep our home together and pay out of debt. Maybe next year we can buy a car however I don't mind riding the buses especially if they are built by General Motors. I am proud I work for G.M. Truck & Coach; it is the best division to work in any General Motors Plants.

May God keep our Country free from communism and Bless General Motors and its employees.

Entry No. 02-0017

Like my job? Certainly! If I did not, I should be free as an American to choose another type of work—which is one of the reasons I like my job.

My reasons for liking my job are really too many to list in any reasonably short composition, but—as briefly as possible—I shall state the ones I consider most important, both personal advantages and those things which comply with my ideals and principles.

First of all I appreciate having been given a job for which I was not adequately trained, having been paid while I was being trained, and having received such valuable experience during my employment.

The equipment supplied for my use on my job is excellent—wonderful electrical machines and superior lighting facilities certainly help to make my job pleasant. Also repair service for our equipment is prompt and expert.

I like my "boss"—a fairminded man with a sense of humor and the possessor of an infinite amount of tact in dealing with irate or discouraged employees.

Our office manager does not ask us to work any longer or harder than he himself is willing to do—I like that!

My fellow workers qualify as real friends with me—being agreeable to work with and of high moral and intellectual standards.

I have never felt any necessity for having anyone (or any committee) speak for me when I considered that I had a "grievance"—I have been courteously heard (even when *I* was not necessarily courteous in my complaint) and fairly treated.

My suggestions for improvement of my job (nothing worthy of entering for a suggestion award so far—mostly for my own convenience) have been accepted and used when practical.

I have been made to feel that my presence "on the job and on time" is appreciated but I have not been urged to remain at work when I felt ill—in fact I have been furnished transportation home from the factory when I was too ill to continue working.

Let us not overlook the one advantage without which I should be forced to deprive the company of my services—that weekly pay check! I have always felt adequately paid for my work since taking this job.

How much for granted do we take the many special services rendered us by GMC!—the reasonably rated and convenient group insurance, the recreational "leagues", First Aid facilities, the annual divisional picnic with its lavish awards, the Christmas party for children of employees, and the amazing amount of printed information which is available to us without cost, to mention a few.

I like working for an organization that is tolerant of the religious and political views of its employees. Never has any representative of General Motors approached me with a suggestion that I support any certain political candidate or party—nor has anyone tried to influence my religious beliefs.

I am glad to have had the opportunity to correct many false impressions I had had of workers and working conditions in factories: I have yet to meet the "Simon Legree" type of foreman I had thought to find; the average factory worker is a far superior person to my previous concept, nor is he "slaving his life away for a mere pittance." In fact, I am convinced that factory workers do most of their "griping" about their jobs because it has long been the popular thing to do—and that they do not realize the bad light in which it places them in the eyes of people who do not know the actual conditions. It wasn't until I left college and my teaching career to "make money" and "help win the War" that I learned to appreciate either my own educational advantages or the people engaged in industry—both in high positions and low. I still have a great respect for the great thinkers and educators of the world—but I have learned a sound respect for the great "doers" of the world, also. My experience of the past three years has been truly an education in American principles and ideals.

I like working for a company that evidences its regard for the personal welfare of its employees in so many ways but which does not intrude upon their personal lives in any "nosey" manner.

I am proud to be able to answer "I work for GMC" when asked where I work—and of the questions which follow: "Which division?" "Which plant?" and "Which department?" instead of "What's *that*?"

I felt that my job was worthwhile and patriotic during the War and I have enjoyed the satisfaction and excitement of having a part in American progress since the War.

I am proud of the wonderful opportunities for advancement and achievement that GMC offers those who are capable and sincere.

I feel very strongly on the subject of free Private Enterprise—in fact, it is one of my favorite topics of debate and discourse. I have a large and healthy fear of Communism, Socialism, or any other form of government control of industry. To me, Private Enterprise is such an integral part of Democracy that I cannot conceive of the one without the other. The attempts of the "little minds" to shackle the "great minds" of the nation is a real threat to our progress, freedom, economy, and to our very system of government. Because of this belief I submit, as the most important of all of my reasons: I like my job because it is a part of a great, free Private Enterprise.

Entry No. 05-4159

My Job has been nearly continuous for over 21 years at the Janesville Fisher Body plant. That alone makes me appreciate my work but there are so many other GOOD things that have materialized from my job that, it alone, seems small. We own two homes that were acquired by Fisher and Oldsmobile earnings, have had 3 Chevrolet cars and Modern appliances in our home that were paid for by Fisher Body earnings in the 21 years on the job. General Motors also made it possible for my older son to acquire a technical education at the G. M. Tech. at Flint. He has been an engineer for Fisher 10 years. I could not have given him the education if G. M. HAD NOT HELPED. My work at Fisher Body has been in the glass dept. all the time I have been there. With the exception of the war years I was a machine operator in the tool room for Oldsmobile during that time. I am now working at glass salvage for Fisher and am also a utility man on the glass installation lines. Its interesting work and I like it very much.

My fellow workmen are a fine bunch of boys always ready with a good word and a smile. I like to work with them. The men who have been on supervision thru the years have been helpful in a good many ways in my personal problems both in and out of the shop and I'm proud to call them

friends. When the time comes to go home on my last day I will regret it very much.

The services that are provided in the plant such as Group Ins., Paid Vacations, Medical care in the plant, Cafeteria service, Safety measures, Labor saving appliances, a clean healthy shop and personal advice given gladly, makes for a lot of satisfaction. In business dealings outside the plant the prestige of General Motors has given us better services from business and professional people and also a better standing with them personally. It is a satisfaction to me to do the best work I can because G. M. quality has always been at the top and we must keep it that way. Some day buyers are going to be more particular and if we keep our products at top quality our sales department will have many repeats. My job with Fisher Body has been pleasant and stable and has made a better and fuller life for my family and myself since I have worked there and now I want to say: "Thanks a lot for everything."

Entry No. 09-0871

Why do I like my job? Ask the man who holds a ticket on a horse that won the Irish Sweepstakes why he likes that horse. I feel the same toward G. M. I believe I hold the winning ticket on the future, by working for a company, who in turn is working for me and thousands of others like me.

What do I mean by a winning ticket on the future? A winning ticket on the future, means security, the basis of a happy life. Security in the home is always established by security at work, which in turn makes a contented worker and husband as I am. A contented worker not only produces more, but does more to create better relations among fellow employees, who in turn produce more than an uncontented employee, who usually acts as a cog in the wheel of progress.

I was talking to a stranger one day, and we happened to get on the subject of jobs. I told him how much I enjoyed working for G. M., and about an award I received for a suggestion, and how many other wonderful benefits such as hospitalization insurance, vacation with pay, and fair unprejudiced treatment I received by working for G. M. He wasn't contented with his job, and he tried to discourage me on mine, which would be a very hard thing to do. He said, "How do you know that G. M. won't fold up as lots of other big companies have?" I asked him what kind of car he has, and he replied, "An Oldsmobile." I asked him what kind of refrigerator he owned, he said, "a Frigidaire." I asked him if he was satisfied with them, and he told me he would not trade them for anything, so I asked him how could a company fold up while you and thousands like you, continue to buy and praise our products. I told him he did not praise them as much as I do because I see what goes into the products, that make

them the worlds finest. How could our products be anything else but good, if only the best materials are used? That has been the policy of G. M. as long as Ive worked for them and longer. As far as I'm concerned the trade mark General Motors is sufficient, no other advertisement is necessary and Im not by myself, as millions of other people think the same as I do. The letters G. M. mean more than General Motors, they also mean Great merchandise, which in turn means a satisfied public and employees who help turn out all the fine G. M. products. It sure is great to be on the winning team, and I'll always be on that team, because I'm making a G. M. job and G. M. products my life long ambition.

Entry No. 10-4360

I am the wife of a disabled war veteran, and I like my job because it enables us to improve our home and have the necessary things of life. I try to do everything in my power to make up, for the cruelties inflicted by war and in some way help him to forget and be happy.

I am employed as an electric spot-welder for Fisher Body Ternstedt Division. At times I work on other machines in the department. But always I feel it is a pleasure and a great opportunity to be a small part of this great organization.

I have found three things present in this job of mine which adds up to a job that I can honestly say that I like. These three things are—first, what I do; second, what my employer does, and third, the spirit in which these things are done.

First, I do a variety of things in my work having learned to operate most of the machines in the department after working on the assembly line for about one month. This ability to switch jobs occasionally keeps me from boredom on any one task, and also gives me the satisfaction of knowing that I am filling-in vital gaps in the work that might otherwise slow down a whole line. The foreman seems to appreciate my efforts as jack-of-all-trades. Thus the things I do tend to make me like the job I have as I was always interested in machinery and what it can do.

Second, I like the things that the Company does for its employees. General Motors affords us the numerous advantages that have been sought after by laboring people for so many years, I do not take advantage of all these things, but I certainly do appreciate the up to the minute Medical department, good lighting, the many safety devices, the pleasant temperatures, and ventilation. All these things add to my safety and comfort. Therefore I like my job because the company is doing the things that I want and need as well as a host of things that others want and appreciate. This makes me feel like doing the best I can in return.

The third, and most important factor I feel, is the spirit and feeling

that prevails on the job where I work. This spirit of cooperation and goodwill is not accidental or temporary, nor is it limited to my own department or foreman. Upon being hired, by this company we were addressed by the plant manager, who in the course of his talk, told us in effect that we were going to be treated as something more than mere cogs in a great machine. He invited us to call on him personally in case of serious difficulty and made it clear that every employee was going to get a fair break at every turn. My foreman is fair and impartial and willing to reward the employees who do good work and cooperate fully. The privileges of going to work each day in an atmosphere of friendliness and understanding is a valuable one indeed.

Because of three things that I am looking for in my employment are found in my present job, I am enjoying my role as a working girl.

Entry No. 19-0380

I like my job because it is the place I always wanted to work my dad worked there and raised 13 of us kids and when I was small I always told my dad thats where I want to work now I am here building these fine Cadillac Motors and I am glad to say when I see one of these fine cars going down the road that I helped build it. and during the War, I also helped build them great tank motors. it is a swell place to work they are all friendly people. Well another reason I like my job is because its is nice and close to home being at work is just like being at home for me I live so close to it and the work I do on them motors is what I like the best cause I can build it just like the man who is buying it would want it if he was there standing over me. cause I would want mine build the same If I could buy one. And I know we people at Cadillac are doing our best to make that car the outstanding car like it is and always will be.

Entry No. 23-0700

Dear G.M.C.

I'll write you a few lines two let you know why I like my job. The Forman not all ways coming around saying thing there no need of. I like the good wages I get. Then I like all my fellow workmen. I like name of working for G.M.C. I like the hours I work. I like the two 15 mi. Rest Perids each shift. I like the way we all do are work at G.M.C. I like the job I am doing.

The End

Entry No. 24-0128

I feel I owe Frigidaire a letter of appreciation for the job I have. When I was hired, the personal was wonderful to me and seemed to have my

interest at heart. I like my job because the work is clean the surrounding's are pleasant, the personal and the employees all are very congenial. I enjoy going to work every day because to me my work is the American way of life because all they ask for is for a person to be conscientious to do what you think is right for 8 hours work. It means a lot to go to work every day with a feeling that you are really being needed and appreciated and working for a corporation that has a name that General Motors has of the best in merchandise there is to be had. Also I like the safety measure's that the plant takes for our protection We know if there is any way that General Motors can give us protection in insurance, steady work and safety they do it.

Entry No. 27-2710

As I pick up the many leaflets on the Job Contest and glance over the really overwhelming prizes which are to be given away to some employee of General Motors, I cannot but help looking backward to the time I first set foot at the old entrance way to the gate of Employment at FRIGIDAIRE!

That was in 1933. And in 1933 I was fifty years old! Not a young man. I had been out of work for two, long, dreary years. I wouldn't say I am a very educated man or perhaps even a very wise one—but I had always taken pride in working for my wife and family of five. I was not a lazy man and I surely hated those two empty years of looking, looking, looking for a job that just wasn't there.

Remember—that was back in 1931-1932. Bread lines were in vogue—banks had closed—the “down cycle” was with us and I did not have a job.

To me, after being actively at work at something or other all my life, those two years stand out as the most memorable ones in my life. A man without a job is a dead thing! And I wanted to live. I wanted to live again in the shops with a fellow-worker standing next to me, I wanted to laugh a little and come home tired but glad I had a job with money in the jeans for the Rent, the Food and the Doctor Bills that somehow always came along.

My daughter was just out of high school and typing away at a little job at Frigidaire. She tried to intercede for me and finally one day after many, many months of waiting, I got my chance. I was hired in 1933 and have stayed on the payroll of Frigidaire for fourteen years. AND, AM I PROUD OF MY EMPLOYMENT THERE? YOU BET I AM!

To me, FRIGIDAIRE division of General Motors has been a sort of School. To me at fifty, I began to realize there was a better way of life

and of working. My first dream on "The Road to Better Living" began with a Frigidaire. Let me explain, will you? —I had an old ice-box standing in the kitchen. The paint job wasn't so hot—the mechanics were, well what would you expect of a 1933 wooden ice box?

Little by little, as things grew brighter—after I got my job at the Frigidaire Factory, and with a weekly pay-check in sight, I wanted to get rid of that ice box. Somehow, every time I looked at—I thought of those two, long, dreary, empty years of non-employment. I began to live and hope again and plan again. *I BOUGHT A FRIGIDAIRE!* A nice, gleaming white Frigidaire. I took a great deal of pride in standing and looking at that job and showing it off too to the neighbors.

I think it was right then and there, after I bought that Frigidaire that the fight came back to me as a man and the laughter and the better way of living began.

I moved my family out of the old wooden frame house into a cleaner modest but nicer place. We all, it seemed, looking back, took on a new lease on life and today—after 14 years of working at Frigidaire—of being a part of a Company that in every phase, looks to the welfare of her worker—his eight-hour working day; his medical care; his outside Factory Social Activities; good nutrition in the form of Cafeterias with real honest-to-goodness planned meals that stick to the ribs and above all—fair pay for fair effort given—why man, what more can I say—then that I LIKE MY JOB AND WITH GOD'S WILL, I hope that the good old U.S.A. way of living, of working and of producing a Division of General Motors like FRIGIDAIRE and with ME, still working right along in it—will continue to brighten up this Land of Yours and Mine!

Entry No. 38-0795

Till the contest was announced I had more or less taken *My Job* for granted like heat & cold, sunshine & rain & summer & winter; but since I've leaned back & looked at it from a personal angle I've formed some new ideas. After a man's been on a job for better than 14 yrs. as I have, it grows to be part of him like his wife & kids, his home, his lawn & shrubbery, automobile & furnace. *My Job's* a lot like home & family; lots of pleasure, lots of grief; but either one or both will keep a man up on his toes year in & year out. The comparison between home & job is fairly even all down the line. Maybe it's a sick youngster at home & the doctors all out on calls & maybe at the shop it's a shipment of deviation stock that taxes a man's wits & gives him a battle all day long to stay in the limits. Then there are days when the work rolls out like hay & machines lay right

on the money from whistle to whistle without any adjustment. And at home the kids will bring home straight "A's" on their report cards & we'll have pop-corn & apples & a fire in the fire-place and maybe sing a few old songs. (The kids like the new ones better.) Oh *My Job* and my home are a lot alike. Funny thing I get just as homesick for *My Job* as I do for my home if I go away for a while. And I hate to lose time from *My Job*. The other day I got up feeling a little bit under the weather so my wife asked me why I didn't "sit this one out." But why should I? Nothing contagious & nothing wrong with me that would prevent me from getting out a good day's work. If I did feel worse on the job I could drop down to the hospital & our nurse would fix me up. She's an old neighbor I've known since I was a little shaver. Why I'd trust her farther than I would most M.D.'s & that's no knock on the medical profession either. If I ever get seriously ill on *My Job* they'll have me at St. John's in 15 minutes. We feel we have a personal stake in St. John's anyway. GM donated half the funds for the "new wing" and the remainder was raised in the shop & town by popular subscription. With Blue Cross a man doesn't have the horror of hospitalization for himself or family that he had when the whole financial load was right up on his back. At that I don't want any of it; especially the preventable variety. *My Job* and the constant preaching of safety has made me highly conscious of hazards around home; nails in boards, brooms on the basement stairs and the like. Even the kids have a strong touch of it. "Mother put some merthiolate on this place" is a familiar cry around the homestead. I'm just as bad a safety crank as my boss. He's an old time machine man & remembers some of the horrible things machinery can do to a man that don't play it safe. Handy to have an old head around when I get into a crack that's a little too deep. Of course I'd rather whip my own trouble. Once in a while that turns out to be a good financial deal too. I've got several nice suggestion awards just for helping myself out of trouble. That's another thing about *My Job* that I like. By eliminating scrap, annoying, difficult & awkward operations I can not only improve my working conditions but get extra pay for doing it.

Overheard the neighborhood kids talking about jobs the other day. Mine said "My dad's a Delco-Remy man" & you know that gave me quite a boost. Didn't know I felt so strongly about the old place. I don't believe I want him to have *My Job* when I check out though. Hope he can take a shorter cut than I did. I'd like to see him in GM Tech some day. There doesn't seem to be any limit to where a sharp young fellow with technical training & an eye for the future can go with GM these days. Besides I don't feel like turning over *My Job* to anybody for quite a while. Reminds me: a bunch of us were down at the barber shop waiting our turn & the discussion got around to an acquaintance who had retired at 65. One of

the boy said he hoped he didn't have to wait that long to be turned out to pasture. That's where I got in. I told them I just hoped to have enough left on the ball when I was 65 to keep on running *My Job*, and I'll bet that if I still feel that way when the time rolls around that *My Job* will be there for me, because I have a hunch that GM will still be operating at the same old stand.

Entry No. 40-0764

Why do I like my job? Each additional year that I am on the payroll at this plant more convincingly proves that I would find it rather difficult to find another firm able or willing to match the employment conditions I now enjoy.

To begin, the mention of years cannot but fail to sharpen the realization that I need but glance about me while on the job to see fellow workers whose years would deprive them of employment of their choice, ability, and experience at most places of employment, visible evidence to bolster my feeling of security. To me, security plus good wages are the primary requisites for a good job. From these two fundamentals stem all the numerous qualifications a job must have for it to be said that the job is a good job.

I like my job because it gives me a feeling of security. This feeling of security hinges on the fact that General Motors exemplifies security itself. This security enables them to find customers for their products, who might otherwise turn to another source of supply. Customers prefer to buy products backed by a reputable company. More satisfied customers means more profits. More profits enable a company to enlarge their scope of activities to benefit their employees. Most of these activities and benefits cost money, therefor I like my job because General Motors is a corporation that is making money and consequently able, willing, and does make these activities and benefits available to me.

Let me paint a word picture of a typical day at work. Specifically, my job is operating automatic screw machines, a semi-skilled type of production work. Incidentally General Motors gave me my start on this work. My desire to work, at something I thought would be interesting and absorbing enough to enable me to ignore muscular fatigue, and for a higher rate of pay granted for labor requiring a little more than average skill and ability was recognized and I was launched on my new job that has now been my regular work for fourteen years, all for General Motors. The knowledge that this has actually occurred enables me to enter the plant with a feeling of elation. Perhaps I may someday wish to change my job and armed with the above knowledge I feel confident I will be given the opportunity to

embark on the new job if an opening exists, and retain it if my ability warrants it.

I enter the plant and while awaiting the sound of the bell to start work I can loiter in an immaculately clean dining room, to chat with fellow employees, engage in a friendly game of cards, indulge in refreshments dispensed for my pleasure, or simply sit around. The bell rings and I proceed to my machines, walking along aisles free from an accumulation of dirt and debris, aisles flanked by machines periodically painted as required to give the plant an appearance of good housekeeping. In my plant this good housekeeping is doubly insured by periodical inspections by a group of the higher executives that put down in writing any deviations of the good housekeeping rules and compare departments with departments and register the scores for efficiency in this respect. I like this. It scores another point why I like my job.

Finally I get to my machines. They are good machines, the last word in machines for that kind of work. They are kept functionally perfect by a well-staffed machine repair crew. Should a mechanical problem arise it is immediately tackled by engineers of ability. This means a lot to me. I do not like to work with men groping for an answer for their problem. Inefficiency is contagious and likewise inefficiency promotes a desire to be efficient yourself.

I step up to the machine and press the starting button. At once I am protected by emergency medical care in case of injury by facilities and staff members equal to a fine hospital, which in fact is maintained on a small scale on the premises. I like to carry the assurance of this in my mind. I like my job the better for it.

My machine is in operation. It is automatic. I can look about me. My fellow employees are busy. Who are they? Why they are good, clean, law-abiding American citizens. You must be of this calibre to work in my plant. I feel I am with friends, people of my kind, men you can depend and trust. I have a feeling of well-being. No nervous tension. This is conducive for efficient plant operation. I like to work in an air of efficiency. It stirs me to efficiency.

I see my foreman. He moves about the department performing his various tasks. He knows what he is doing. He has been trained for his job. His ability gives me a sense of security. Apple-polishing foremen beget animosity and confusion. The department loses its stability which in turn is reflected on the company's progress. There goes your sense of security. The company is going downhill. But no need to fear that. He has been chosen for the job because of his ability. He understands the problems of his men. He has a willing ear and an understanding heart.

You have a suggestion for improving the job. If it seems reasonably

sound it is given a try. It clicks. You are rewarded for your effort. It stimulates you to similar further effort. It stimulates your fellow workers to attempt to also reap your good fortune.

You have certain rights. Some things are forbidden. Past experience has proven whether it is right to do this or wrong to do that. Your foreman knows the rules and applies their interpretation alike on you and your fellow workers. This is justice. A feeling of justice is invaluable. You like the management for their sagacity in seeing that justice prevails. Injustice breeds contempt and hatred. I hate to be stepped on and to be deprived of my just rights. The right to justice is my legacy as an American citizen. I hate to see my fellow man unjustly stepped on. I like to work where the management assures me by deed that my just rights are protected.

The bell rings for lunch hour. I am able to eat my hot lunch which is served by the cafeteria service with hands cleaned with modern lavatory facilities, plenty of soap and towels simplify the chore. I do not eat with dirty hands at home and I do not have to do so at the plant. The management rightly recognizes this and has made arrangements so that it will not be necessary for me to do so.

This is pay day. I am handed my pay check. On it are figures that represent definite assets to me. It shows that I am paid as much or more money for my work as I can get anywhere in my community. I see some deductions listed. There is one for an insurance premium. I know that no insurance company will give me that much protection for that amount of money. General Motors has many employees and the saving on the premium is possible because of a group insurance plan. They have seen fit to inaugurate this plan that saves me money.

I see another deduction. This one is for United States savings bonds. I am able to save systematically and regularly. The management charges me nothing for this service which costs them money for additional office and clerical help. My bond is delivered to me, with no effort or expense on my part. I value this service. I value this service the more when I realize that most concerns have discontinued that which was a wartime government request. By continuing to deduct savings bonds at no cost to the employee General Motors is definitely proving that it has its worker's welfare at heart. I like to work for someone that demonstrates this fact.

This is the time I get two checks. This one one is my vacation pay check. Quite sizable too. It represents a monetary token for sharing in General Motors' profitable business.

My days work has ended. I proceed to cash my checks. They are acceptable anywhere. The checks have been issued by a reputable and a profitable concern. Everyone knows of it and the products it manufactures. They are all good products. In their field they stand at the top of the list of

competitive merchandise. No need to flinch when presenting a General Motors pay check. The money is there to redeem it. No need to flinch when A General Motors trade name is mentioned. The company has been in business a long time. The retailers of its products have been in business a long time. The company with all its community business influences stands out prominently. I am proud to present my check for cashing, anywhere.

Now I am home. I proceed to peruse the daily newspaper. I daresay that hardly a daily paper goes to press that does not contain some reference to General Motors Corporation. Perhaps it is an advertisement of their products. It might be a financial statement of their dividends and earnings, and a healthy one at that. That means that my job will be waiting for me tomorrow morning. Not infrequently will you find an article announcing some invention or improved development by their wide-awake research engineers. Conspicuously on the page of community affairs you will always find the names of General Motors executives as active community workers.

So my day is done. One third of each of my working days is spent with General Motors. I have been with them for fourteen years. I expect to remain with them as long as I have to work for a living. With "More and better things for more people" as their motto how can I go wrong. You have asked me, "Your job, And why do you like it". You have my answer.

Entry No. 41-1693

I like my job at the Allison Division, General Motors Corporation because of its challenging nature and the responsibility which it carries. A misguided letter, or let's say, a letter which has been directed to the wrong department, may be the cause of a pilot's accident, may be the cause for the loss of an airplane, or may be the slip of paper which takes with it to the dead files, an idea which may revolutionize the aviation industry. A letter routed immediately to the attention of the right person, my mean thousands of dollars saved for the Division or the Government. A service bulletin rushed to the air fields may contain information that saves hours of tedious labor. A letter sent out promptly, may be the difference between junking obsolete material or utilizing it for another job. One cannot work so closely with a Division that supplies a major part of the potential fighter air power of our United States and not feel the romance of one's job. The pride of a job well done, the vibrancy of the work that is done, the awe of coordination between all departments to produce the final product, and the sheer delight of taking a part, even though a

very small one, of such a magnificent organization, which carries on its work in producing topnotch aircraft engines with very little fanfare, is in itself enough of a reason for liking my job.

I like my job, also, because the organization provides me with all the tools with which to work and tools that will make the user do a faster, more efficient job. A good job can be achieved by a mediocre mechanic, if he has the right tool at the right time, whereas, a good mechanic who has to stop and choose from a few tools one which might do the job, cannot put forth his best endeavors, and therefore cannot do a half-way good job. A job that is supplied with the proper implements for doing that job, is a job that an individual thrives on, and is a job that eventually asks for more work to keep the individual busy.

Busy. There is another reason for liking my job. Keeping me busy keeps me happy, and I believe "keeping busy" is a criteria for all jobs, regardless of the type. There are times, of course, when I can sit back and relax for awhile, but when those times come, I relax with the feeling that something has been accomplished. The fact that some times I feel like the day isn't long enough, isn't a disheartening feeling at all, but merely one that stimulates me to greater effort the next day. I like my job because in keeping me busy, it forces me to take a personal interest in it and pushes me forward to greater efforts to increase my knowledge day by day. To do my job the way it should be done, keeps me on my toes checking on this, tracing the other one down to see if it is correct, etc. I have an opportunity to ask questions of my supervisors and receive authoratative advice on problems that I do not understand or cannot find the answers to, and thus add to my knowledge, thereby enabling me to do a better job.

I like the way my Division advances those who show aptitude and initiative at their job. I like the way that knowledge is offered us in the form of technical training at the School at Plant #5. I also like the feeling that my supervisors are experts in their line of endeavor and can join those of us whose knowledge is limited in these fields, to help us along in our job. My questions are always answered in language I understand and in examples familiar to me.

I like my job because of the feeling of being taken care of I get when I walk in the door. I know that safety rules have been emphasized in order to protect me from accident. I know that in case of illness, I can be taken care of by going down to First Aid. General Motors provides us the opportunity to join a Group Insurance and hospitalization plan to help out if I am forced to be off because of serious illness and I know that safety authorities are continually on the job making our places of work healthier and safer places in which to work.

I think that I get a fair return for my daily work at my job. I know that by making my job more efficient and by doing continually better work, that my supervisor will see that I am given a fair raise.

I like my job because I am proud of the ideals and practices that my Division and the Corporation exhibit and the leadership which they deserve. Regardless of the product, if it is from my Corporation, I know that it is a good one, and don't hesitate to tell others. A company that you respect, a company that respects you, is a company that will always have employees "liking their jobs".

Entry No. 42-2797

I never thought before of the reasons I like this job I'm doing. Oh sure, I know I like it or else I would not keep doing it day after day; but the reasons—well, I just hadn't thought about the reasons. I guess though, the thing I like best about my job is the chance for individuality. I may be just a cog in a wheel, but I am never aware of it. From the time I approach my desk until it is closed at the end of the day, I am very definitely an individual. Of course I have certain assignments, but they are done with a system completely my own, and my individualism is not lost beneath a line of set ideas and mechanical systems. I like the freedom of expressing this individuality. If humming helps me work better, then I hum; if chewing gum aids my thinking, then I chew gum. There are no harsh rules to harness me or to make me feel bogged down.

I like the cooperation and understanding between labor and management. I like being able to think of my manager as a person, not as someone who "grunts" good morning as he passes my desk, then locks himself in a plush office until 5:00 P.M. I know that he understands, and is familiar with, the many operations that make MIC the organization it is, and any problem I wish to take to him, he will hear and try to help me work out, not by automatic orders, but by sensible discussion of the pertinent facts. It is a very comfortable feeling to know you are led by a person who thoroughly understands and appreciates the job you are doing.

A special point of interest to me in my particular job is the opportunity for contact with the public and the people we call "assureds". I'm a firm believer in the idea that automobile insurance should be a law—not a privilege. Never before has there been such a dire need for stress on safer and saner driving on our streets and highways. I like this job because it gives me a change to "preach" as I call it. I not only have the opportunity to sell MIC, but at the same time, I can offer reminders to the American automobile owner—reminders that may save an accident—or a life. This makes me feel that perhaps in some little way I am aiding my fellow

man. It gives me satisfaction on my job; the feeling of accomplishing something worthwhile. It makes me a contented, responsible, and I hope, an entirely good employee.

Entry No. 47-0093

I am a man 68 years old. I have worked on Electrical construction out of Buick Plant 25 for 16 years. I was late only 3 times.

I like my work because there is such variety, always something different to do.

Our foreman always keeps us posted on anything new.

I always enjoy my fellow workmen.

For the past two Winters I have spent in Florida on my return the Boss and all the fellows want me to return to my job and I enjoy doing so.

Entry No. 49-3438

My Job and why I like it

I Ben work ever sent I was 13 year old and never found a Job like this I work in Plant 5 I ant ben work there that long But I Ben work there long nather to no will innny thing warm with it ant not warm with plant 5 I Ben work all over Louisiana and I ant never find a Job like Plant Five if they dont turn me down I wont turn them down. I want to win a Prizes But I just an sang all this about Plant Five to win a Prizes I am just tell you how I filld about Rantiol Plant if Ranice Plant field the way I field about him will can get a long I could tell you a plent mor about how much I love my job But look like I am going to cloues.

Entry No. 52-1885

Being Jewish has its drawback especially when looking for a job. During an interview everything would look hopeful and then when the religion is revealed you can just feel the interviewer stiffen up and that usually ended the job before it began. But when I applied for a job with Fisher Body, not once did my being Jewish alter my chances. In all the time I've been with the Corporation (going on 5 years) I have never run up against anti-semitism from either the people I've worked with or from the people for whom I worked. On our religious holidays, I have been given time off, with pay, without my asking for it. That is the main reason for liking my job.

There are others, of course: The people I work with are all friendly and easy to get along with; the bosses are understanding and working conditions couldn't be better. The work is very interesting and when one likes their

work, their co-workers, bosses and environment he can't help but do a good job.

Entry No. 53-0773

I like my job because I feel I am a 'chosen' employee. Each of my employers here in General Motors Corp., in range of low and higher authorities alike, have individually given me confidence in my own abilities, and are continually helping me to develop these abilities. They have assured me they see and appreciate my willingness to learn more as I go along, by every being watchful and questioning—both critically and suggestively.

Then I like my job because G.M.C. is a sound investment to work with. It's *name alone* suggests its tenacious roots, planted by a long long list of reputable men and women who started from scratch; who worked long and industriously to build the enormous business that now stands a towering pinnacle, known all over the world. Their unwavering ambitions have achieved and contributed many of the conveniences of the world, (and under which *I* now work). Their long experience in producing for, and pleasing the general public has given the Corporation the stamina to withstand the ever-changing phases of American life without losing it's footing. It can even boast proudly of having withstood a past depression without losing face. This have given me (and many other employees, I am sure) a feeling of security, and peace of mind that if another depression does come along, I and General Motors shall again have a fighting chance, since that is *each of our determinations*.

Last but not least—I can't help but like the uniform application of General Motors policies to all it's employees. Regardless of what position is held—a more congenial relationship reigns between all employees.

Entry No. 65-0798

My present work is the keeping of records of what operations are performed by various machines in the plant. I regard what I am doing as important since it is an extension of, and preparation for, highly technical work already done and now to be evaluated.

The operator at his machine and the engineers have made the part and estimated or time-studied the operation respectively. My job is the next step: to enter accurately and compute efficiently all the essential data. This information is needed for better production and the most efficient use of tools and machines. It also tells when equipment may be surplus or additional units are needed.

My work with General Motors in several Divisions of the Corporation has given me much for which to be grateful. The tangible and intangible

benefits alike are beyond reckoning. Lifelong friendships, the chance to learn at first hand from the most eminent scientists, engineers, and business leaders, the opportunity to see and ever treasure in recollection my country's historic shrines and natural grandeur comprise, in part, one phase of appreciation. On the other hand it has made possible the buying of a home and the rearing of a family. It has protected us with hospitalization. Thru the matched contributions to the Retirement Fund it enables us to put aside something for the future. There is a good feeling and a satisfaction in working for a very progressive Division of such a world-famous organization.

For several years my duties with the Divisions and the Central Office took me all over the United States, to Canada, Cuba, and Mexico. This invaluable experience was an exceptionally good opportunity to see General Motors in action, how varied and effective in its aim to provide more and better things for more people.

I am proud of General Motors for so many reasons it would require more than a letter such as this to list them. I should, therefore, like to mention only those of which I have some first-hand knowledge.

First of all, General Motor's policy of research, under the guidance of our beloved C. F. Kettering, has been of the finest. It has done much to keep the Corporation at the forefront thru the discovery of new materials, refinements of working processes, and new ideas in machines and instruments.

For many years in our land of Yankee ingenuity there was no national recognition of boys blessed with skill and perserverance in manual talent. Now, General Motors, thru the Fisher Body Craftsman's Guild, has the unique and enviable distinction of rewarding importantly each year the creative ability and precise manual effort of boys between 12 and 19 all over America.

At the most recent World's Fairs in Chicago, New York, and San Francisco the General Motors exhibits were outstanding. The Futurama—The World of Tomorrow—in the GM Building at the New York World's Fair was conceded by all to be the marvel of marvels.

And for those who could not attend the great fairs or who wished to review in their own communities the present contributions and future promise of modern research, General Motors pioneered again. Its internationally famous General Motors Parade of Progress, a mobile "Circus of Science", was enthusiastically received from coast to coast, in Toronto, Vancouver, Havana, Mexico City and Monterrey.

The public's acceptance of the Corporation's excellently engineered and manufactured products in the automotive and home appliance field was hitting a new high as the clouds of war massed in the European and

Asiatic skies. Then suddenly, one quiet Sunday morning, Pearl Harbor rocked and flamed.

The call to arms was sounded against the tyrannies of Hirohito, Hitler, and Mussolini. Before the battle could be joined who does not recall what prodigies of "know-how" had to be accomplished in the difficult yet rapid conversion from peace to war? We can be everlastingly proud of that record. General Motors responded with everything it had, even its sons and daughters. Its contribution to the "arsenal of democracy" was vast, significant, and decisive on every front and in every clime. For a closer look, remember, for example, our tanks with the Armored Divisions in Africa and Europe, the countless supply trucks, the anti-aircraft guns ashore and afloat, the magic of radar. We recall with particular satisfaction that one of our Allison-powered P-38 Lightnings plummeted to his doom the wily and treacherous Yamamoto before he could make good his boast that he would "dictate the peace terms in the White House." From the first days of the war to its very end General Motors Diesel engines drove many an American submarine right to the shores of the Empire in their relentless attrition of Japanese naval might and shipping.

Our own Electro-Motive Division furnished patrol craft engines and propellers and engines for the LS types of the heavier classes, those blunt-nosed work horses of the invasions. Railroad men bear emphatic witness how here at home our La Grange-built Diesel locomotives speeded vast quantities of goods to the waiting transports.

Now once again General Motors has readied its plants for the work of peace. It has put millions of dollars back into the business for rearrangement and expansion of older plants and for new plants of the most advanced design and equipment. It has trained its personnel on the job and in school. It pays good wages and is committed to the American idea that to have more we must produce more. It has helped to provide for current emergencies and retirement time needs. It has insisted on safety and healthful working conditions. Wherever possible it has taken the weight off men's backs and put it on machines, to the benefit of men and production alike. It has made itself a good neighbor in every community where it has a plant. Its supplier relationships are excellent. It is proving itself alert to the needs of the new day in many ways, perhaps most spectacularly with its "Train of Tomorrow".

Just as the wartime record of General Motors in producing for victory was the result of an all-out partnership of men and management for a common end, so do conditions in the world today require just as earnest a dedication. How can anyone fail to see there is a task that cries out to be done as long as hunger and cold and the wreckage of war abroad and economic dislocation at home remain? It can be done and it shall be done,

if our traditional freedom, initiative, and common sense are not foresaken and traded for a mess of alien pottage. We must heed, as never before in our history the exhortation: *Hold fast to that which is good.* In the American heritage we prize most of all our Constitution which provides for a representative government of free men. The prime concern of this freely chosen government should be to guard our dearly won liberties against the civic and industrial anaesthesia of state socialism on the one hand and the injustices of unbridled competition on the other.

With God's help and our cooperation our wonderful country will continue to prosper, a beacon of hope and strength to struggling nations and oppressed peoples. America, one of the youngest yet strongest of the nations, restless and never content unless improving the products of its thought and toil, is only at the threshold. Let us all, worker and manager alike, go forward together as men of good will.

America has an appointment with destiny.

Entry No. 67-0418

To clearly understand my definition of why I like my job. We will have to turn back the pages of time. Back to when people worked from morning till night. Sunup till sundown, that was the law of nature. Simply because they didn't have the tools to work with. Back to when all their work was back breaking. Jobs that then took hours, today are done in minutes. Back to when man worked so long and hard, that at night he was so tired and sore. He had no time for his fellow man. It was work, sleep and work again. Back when only the rich could afford the better things in life. Back to when an injury set a man back months and months. Thank God, that, is the past. For today with the 8 hr. day, the pay, the good working conditions, and the up to date tools and machines, that have eliminated the back breaking part of work. A man still has enough time to enjoy himself. Glad that production lines are set up. So, that all people are able to own cars, homes, and all the rest of the things that at one time where unattainable. For we all understand that only through mass production, can prices be lowered to fit every mans pocketbook. Glad that if I was hurt on the job there is enough insurance to take care of my loved ones and myself. Besides all this, I have that deep satisfying feeling. That I am a part of this moving America. A part that is helping build a bigger and better tomorrow. And am I proud of my work? Stand beside me at any R. R. xing. As a Diesel goes by. If you could feel the thrill that goes through me as I watch it, and say to myself. That is my Diesel, it is transporting goods cheaper and faster to their destination. That is my Diesel, it is making the jobs of the people who work it easier. That is my Diesel

that is bringing people, from North, South, East and West. So that all people can meet and understand each other. Their problems, races and religion. And thereby moulding themselves into one great American land. That is my Diesel for I was part of the great force that built it.

Yes I like my job. I like it because I picked it. I like it because in my small way I am helping my children and myself to a better life. I like it because I know I can advance as high as my ambition and work can get me. For truly this is Gods Country where all men have the same opportunity, to make themselves as big as they want.

Entry No. 73-2867

I am a little cog in a big wheel and I am thankful for the privilege. You see, I like to think of General Motors as a mighty wheel that is going places and doing things. There is a lot of satisfaction in knowing that I am contributing to every one of its revolutions. This wheel is so well constructed that there is never too much pressure on any single cog and as a result each does his share with equal determination and willingness.

Six years ago I sought employment in Rochester as a tool-designer. At that time jobs were plentiful but the pleasant and well-equipped drafting room at Delco Appliance helped me make my decision. Since then, I have found many other reasons for wishing to stay. I like the interest that supervision takes in the employee. I have received not only encouragement, but constructive criticism which no doubt accounts for my greater responsibilities and increases in salary. Not many years ago I thought that anyone who said he really enjoyed his work was, to say the least, exaggerating but I have found that it has actually happened to me. Every day offers a new challenge which I am anxious to meet. This may account for the fact that I have been absent from work only three days in the past six years.

Even while this huge wheel is turning at full speed, there is a genuine feeling and understanding for the other fellow which is shown by the many privileges granted us.

When the wheel is not in motion, I have the satisfaction of knowing that through General Motors regular bond saving program, life insurance advantages and annuity, my rainy days and future are well provided for. I can also look forward to hours of relaxation which one may receive through Delcos various athletic leagues, and two weeks vacation with pay.

There is so much satisfaction in being a part of this mighty wheel and we have all benefited so much because of the great distance it has traveled that I certainly hope to remain with it on its journeys into the future.

Entry No. 74-1702

I entered the United States of America in the year of 1920...emigrating from Italy. Shortly thereafter I was proud to announce that I became a citizen of the United States.

Shifting about in those early days, with a wife and baby boy, was no joke where I was concerned. Not knowing the English language too well added that much more to my hardships. Moving from job to job I would always single out the ones that would pay the most for the longest period of time...such as Contractor...Greenhouse handyman...Building, etc. After a few years we had another addition to the family—another baby boy...and a few years later, my wife and I, had double trouble in the form of twins—two girls—total of family now stood at six, including myself. You can see from the above that those odd jobs were not goings to be sufficient and steady enough to raise a family of four hungry mouths...something had to be done and done fast. I needed something steady...sure...reliable...regardless whether the pay was high or low. That break came to me in the year 1934. It was that year that I joined forces with one of the biggest growing industry in the United States...CHEVROLET—DIVISION OF GENERAL MOTORS—in TARRYTOWN, NEW YORK.

Upon reporting to work I was assigned to one of the many stock departments...that of unloading the stock as it arrived from our Detroit Plants. The work I was doing, at that time, kept me mostly outdoors, which pleased me no end. Time passed quickly and I soon got to know my fellow workers and their loyalty and team spirit made my job a most enjoyable one. The kind of loyalty and team spirit that in later years were to pay off for the good of our country. I soon was transferred from unloading to the distribution of the stock in the plant itself. Here I got to meet new friends and a chance to familiarize myself with the plant and observe the many interesting operations in progress...operations in making a finished car. You can't start to appreciate a car till you've seen the many interesting operations that go into the makings of a General Motors car...thanks to my new transfer that I was able to see and appreciate it. My new job consisted of supplying different departments with necessary stock. Now I was really in the swing of things. This gave me the opportunity to get acquainted with most of the departments and it also gave me a new lift in my work. Working conditions, as far back as I can remember, were always safe...the safety of the employees came first, last and always. Facilities like our washrooms, locker-rooms, cafeterias, parking lots and many other things, adds, not only to our safety but also to our comfort and making the plant a most desirable place to work in. As the years went by I got to

appreciate the above plus our Insurance program, Health protection and many other programs that added up in terms of pleasure, comfort and security for myself and the family. PLEASURE, in knowing that I am treated with respect and my suggestions and ideas are well received as an individual...SECURITY, in the knowledge that I am connected with a solid organization, headed by a group of capable officers and executives, and operating according to sound business principles—and—a security that enables me to raise a good American Family...and last but not least...COMFORT, in peace of mind...that of enjoying our many facilities and numerous benefit programs, not to mention my privileges, under the Free-Enterprise system with that of other countries. These privileges alone made me appreciate and supply the basic reasons for liking my job and being connected with an organization like GENERAL MOTORS.

In my final analysis, may I state that my job gave me an opportunity to help out in the fight for freedom...when World War II struck these shores. We changed over night to supplying our battlefronts with the much needed material that General Motors made. We all pitched together...Loyalty and Team spirit went hand in hand. In those critical days my job was more than a job...It was an INSTRUMENT—maybe you'll call it a Gun...A Tank...A well trained Army...But to me it was an INSTRUMENT with which to fight for the Freedom of our country...An INSTRUMENT with which to insure us of Free Press, Free Religion, and a chance to work side by side with our fellow men and enjoy life as only a Free American can. Now that we're back on our peace time pace there'll be more and better things for more people coming out of our General Motor plants all over the country. Things, that you and I, working together at our jobs, can produce for the vast public to better their comfort and conveniences. Our standard of living has been steadily rising due to General Motor's expanding production, lowering costs and an increasing flow of comforts and conveniences for all. In my own humble way may I thank General Motors for the chance it has given me...IT OPENED A NEW WORLD FOR ME...one that has enabled me to raise a good American family and a family that is more than proud to be associated with the General Motor industry. My career, here in the United States, started the year I walked into the General Motor Plant in Tarrytown, New York...The year of 1934...the most memorable year in my life.

Thank you, GENERAL MOTORS, for giving me a wonderful chance with your organization and may I remain with it throughout the following years to come.

Entry No. 74-3967

In order to set forth my reasons for liking my job at General Motors, it is necessary for me to give a brief outline of my life before coming to work at Delco Products. I am now 27 years of age, am English by birth and lived in England as a civilian until 1939 when, like millions of others, I answered my country's call. I served in the Royal Air Force in England until 1942 and to that time to me England was the only country in the world and I never wanted to leave, but fate decided otherwise as in July 1942 I was sent to Washington, D. C. to serve as a member of the RAF Delegation. I came to Dayton, Ohio in October 1942 when the Delegation was transferred and to cut a long story short, I married a Dayton girl. We decided to live in England when hostilities ceased and I received my discharge from the service. In early 1945 I returned to England and my wife remained in Dayton, awaiting passage to England but when I got back to United Kingdom and realized the hardships she would have to endure and the big drop in the standard of living to what she had been accustomed, I wrote her to remain in Dayton and that I would rejoin her as soon as possible. I was discharged from the service early in 1946 and returned to Dayton in October of that year.

I had no real plans for employment and no special qualifications to back up any application for employment but the first day of my search for work, in fact, it was my second call, I went into the Delco Products Employment Office, and was so impressed by the friendly atmosphere that I decided to take the job of clerk in one of the factory offices, even though I could have obtained another job at a higher salary. However, to me it seemed that I would be secure if I could become one of the Delco family. I was employed in the factory office for just six months, before I obtained a transfer to my present job which is that of job analyst.

As far as my job is concerned, I like it because:

- (1) I am required to constantly make decisions and express opinions without close supervision.
- (2) I am always learning something new.
- (3) I meet people of all types, both management and workers, and being a stranger to this country it gives me a wonderful opportunity of understanding the American way of life.
- (4) I get to know the workings and aims of both union and management and to understand and appreciate the political situations which arise between the two.
- (5) I am constantly making friends at Delco and to me that is very important.

- (6) My supervisors are the best and any suggestions I make are given proper consideration.

However, to me my most important reason for liking my job at General Motors, is that it means reasonable security. I have the opportunity to improve my position at all times. Through the hospitalization and insurance schemes I am prepared for any eventualities and through the War Bond deduction scheme I am saving money which otherwise I would be spending and in these times of increased cost of living this is very important.

My parents, brothers and sisters are all in England and I hear from them weekly. Every time I read their letters I am really thankful that I am in the United States. To you, as Americans, it probably does not mean much to have plenty to eat, drink and have beautiful homes, but I have travelled all over Europe in the last two years during my RAF Service and I can really appreciate all the fine things we have here in America. Even such little things as an unlimited bread supply, constant heating and lighting supplies are all here in America and taken for granted, but in Europe they are things of the future.

Also, under the G. I. Bill of Rights, I am, as an alien serviceman, entitled to all the benefits which the American serviceman receives and I am therefore taking evening classes to improve my education. Also, I can be assured that if ever I need a loan to purchase a house I can obtain one at low interest rates through the Veterans Administration.

In conclusion, I should like to say "Thanks America for accepting me" and "Thanks General Motors for giving me a start and I hope our association will be a long, happy and prosperous one."

Entry No. 80-0011

Before I start, I believe it is only proper to give fair warning that I have been working for Chevrolet-Tarrytown for only a year and, therefore, in the eyes of more experienced workers I am not well enough qualified to tell of my job and why I like it. But in my opinion, I needed only a half year, if that, to decide why I like my job.

In my first few weeks as a GM employee, I worked as a pricer. A pricer is one of a group of workers who mark the price of parts on parts orders and so on. Unfortunately, I will have to admit that this job did not satisfy me too well. In fact, it was quite boring, as all one does is sit and price all day long. I even got quite disgusted after a while and just sat and prayed that I would be transferred to a more interesting job. Finally, my patience and loyalty, as I call it, were rewarded and I was moved to my present position as Assistant Cashier. To you, the reader, that title may not sound like very much but to me it meant quite a deal. To make it

better, with this job I have about four jobs entwined in one. To explain more explicitly, I will try, in a few words, to describe a day at my job.

This third paragraph could be well titled "A Day at the Office". The morning hours. First of all, I have to punch in at the time clock at 8:30 A.M. This, believe it or not, I find most profitable. You see, my co-worker and I have a fifty-cent bet as to who comes to work the earliest for two weeks in a row. Secondly, at my desk, I unroll my days papers. Then, I sign Chevrolet-Tarrytown Bill of Sales Orders. After this, there are usually checks from the Manufacturers Trust Company to put in order and check off the monthly check register. Also, if I have spare time during the morning there are Expense Reports from Zones 2, 27, 32 and 48 which need to be posted. From this fairly easy morning, I go to a forty-five minute lunch hour. Then again at 1:00 P.M. the afternoon day starts. First of all, I make up a deposit slip for cash & checks to be sent to our Local North Tarrytown Bank. After this is completed, I finish up by making deposits to whatever banks are required by other checks I receive in the day's mail. In due time, around three in the afternoon, I receive Credit Memos, Cash Received Reports and Drafts from our Receivable Department which have to be revised along with the deposits to make a regular daily report. Then a copy of the report is mailed out at 5:15 along with the check deposits. At several different intervals during the day, there are also: car orders to be released, people who wish to cash checks, pay bills, collect factory checks & so on, and if by chance the cashier is busy at the time, I take a great pleasure in doing these chores.

I have never honestly thought about why I like my job but now that I have thought about it, I realize that is because it is interesting, that there is always a chance for advancement. I like the people I have met at the office as well as those who visit every once in a while. I may have forgotten to mention this, but right outside of the Cashiers' Desk, there is a window which allows people to talk from outside to the inside of the office without having to come into the office itself. And this I must also admit is one reason for liking my job. In a way, it releases the severity of the office when we can contract business through the window or "animal cage" as it is sometimes called.

My letter has been quite short and possibly uninteresting, but it is my only humble thanks to Chevrolet & G.M. for giving me this chance to thank them openly for a very wonderful position and for the many opportunities they offer.

Entry No. 36-2000

When I was a boy I can remember my father coming home from the factory where he worked rather disgusted with his job. Listening to

him talk, I got the idea that a factory was a very poor way to make a living.

When I hired in at Delco Remy I still looked at factories in that way, but I needed a job and then too, I had noticed men that were working there and they seemed to be doing O. K. Factory conditions had either changed or else D. R. was different, because things Dad had talked about just didn't exist at D. R. At D. R. we had benefits dad had never heard of in a factory things that were really worthwhile, too.

I know Group Insurance is worthwhile, its more than repaid me. Vacation with pay isn't hard to take, either. Those and many more have really sold me on D. R. I've been there since "41" and probably will spend much of my future there. I honestly believe the future will be bright for me.

P. S. If the Cadillac isn't available in a darker color, just give it to someone else and I settle for a dark colored Buick.

APPENDIX C

THE CODING MANUAL

This appendix deals with the reproduction of the coding manual as it was used in reducing the employe letters into the 77 themes that were originally coded. It is presented so that the reader may gain additional understanding of the specific and concrete definitions of each of the themes and the illustrative excerpts from the letters which determine their coding under a particular theme.

Coding Manual for G.M.

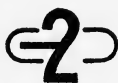
Contest Thematic Analysis

GENERAL INSTRUCTIONS FOR MARKING THE GM CONTEST—THEMATIC CARD No. I

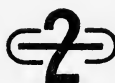
It is extremely important that these general instructions be carefully read and followed by *all* of the people who will in any way assist in analyzing the GM contest entries and marking the code cards for this study. Those who are familiar with the IBM tabulating system will not be dismayed by the detailed instructions.

The specific type of cards used in this study are known as "mark-sensing" cards. They are so-called, because the data is marked on the card in a specific position using a special pencil. This pencil is preferable to any other pencil because the lead has special electro-sensitive properties. In marking the cards, it is very important not to make any *stray* marks on the cards as these may be recognized by the extremely sensitive equipment that automatically punches the cards. You will note that each of the mark-sense columns occupies three of the standard IBM columns. The punching equipment is so constructed as to require at least two-thirds of the column to be marked—it would be desirable to mark the column in line with these instructions to insure accurate punching. In the event that an error is made in marking the cards, you should be certain that the error is completely erased. If any of the black mark remains, the equipment may punch in the error and subsequently cause considerable difficulty in dealing with the data. A careful inspection of the card after it has been marked and before moving to the next entry will enable you to eliminate any stray marks or any partial erasures. On the other hand, a light or broken line may not be sufficient to effect electrical contact in the card punching process. Therefore in marking the space provided by the "blurb" (these are the characters which surround each number in the body of the card) it is important that the "blurb" be marked with a *firm* impression of the marking pencil.

EXAMPLE:



(a)

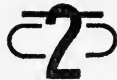


(b)

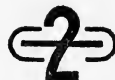
In the example given above, you will note that (a) illustrates an unsatisfactory mark on the card, whereas (b) is marked adequately. Another

common error in marking these cards results when the limits of the "blurb" are disregarded. In the following example, (a) is not satisfactory, whereas (b) is adequately marked.

EXAMPLE:



(a)



(b)

When you have decided that an item on the entry falls within a specific code, the mark should be made in the "blurb" immediately above the appropriate designation.

If at any time there is *any* doubt in your mind as to the coding of any item or the marking of any card, confer immediately with your supervisor. This coding manual that has been provided you will cover most of the doubtful cases and give you instructions as to what range of subject matter falls within any given code. Naturally, we could not visualize all of the borderline situations. To better understand later the kinds of subject matter that went into each coding category, we would like for you to write in additions you make in your coding manual. You will want to discuss this with your supervisor.

In the examples included under each of the code categories in the manual, you will note that a portion of the example has been underlined. This underlined portion represents our selection of a characteristic example for the category being discussed. In practically all of the examples you will note other codes that could be made on both the underlined and unused part of the example. We have not attempted to completely code each example, but only to underline that part that indicates the code for which the example was chosen.

A NOTE ABOUT THIS STUDY

Each of you who is working on this coding project is performing far more than a routine clerical task. Any subsequent analysis of the data you code will be only as useful as your original judgments are accurate and conform to these instructions that we have laid out. It should be quickly apparent to you that the single punch on the IBM card does not tell us much—at least not as much as the sentence or sentences that the employee used in his contest entry. In the interest of getting our analysis completed economically, we were forced to resort to the use of coding and punched cards. Consequently, you are the most important link in our whole chain of circumstances. Errors of judgment that you make will be forever lost and may

alter the entire complexion of this research project. We consider each and everyone of you as research assistants on our staff. As such, you are assuming critical responsibility for the accuracy of every one of your judgments.

Since you will be intimately tied in with the detail of this study, you may find it difficult to see just where your efforts will prove useful in the overall study. Perhaps some of you will want to know about the outcome of this study. We will be glad to discuss it with you and to get your reactions to the entire project, for we may at some future date conduct a similar study. Each succeeding study will profit from the lessons learned on this experimental trial. Consequently, your reactions and comments will be of the utmost value to us.

SPECIAL INSTRUCTIONS FOR MARKING COLUMNS 1-6

The first six columns of the mark-sense card have been reserved for the entry number which you will note in the upper right-hand corner of each contest entry. This entry number is divided into two parts by a hyphen. The first part will always have two numbers in it—these are to be marked in columns 1 and 2, as indicated by the space marked off. The second part of the entry number will always have four numbers in it—to be placed in columns 3 through 6.

If an "O" appears in the entry number, be certain that you mark an "O" in the appropriate column. If you have any questions about marking in the entry numbers, consult your supervisor.

INSTRUCTIONS FOR MARKING COLUMNS 7 TO 18 (INCLUSIVE)

NOTE: The open space in right-hand margin is for your notes.

	Item	Column
MANAGEMENT	1	7
General discussions of "the company", "General Motors", "the management". This classification applies to "remote superiors" and will <i>NOT</i> be checked for mentions of "immediate superiors" such as "supervision", "foremen", "Personnel Department". They go under 7-5 or 7-6.		
<i>Examples:</i>		
"In entering my job and why I like it contest? I wish to state that it is a job I have held for 18 years as a core Inspector and in all those years <i>I have found the management</i> and all other supervision men to be very <i>helpful and</i>		

Item Column

understanding in regards to my job making it a pleasure to work there."

"My thanks too, to *General Motors*, who is one of the many large Corporations to *think of their employees in many ways.*"

"Because I am proud to be working for a company which means so much to so many people. *And which is headed by men who is always striving and planning* and looking for ways to make their product better."

EMPLOYEE-EMPLOYER RELATIONS 2

A mention of a *general* good relationship *between* the company and the employees.

Example:

"I find more cooperation between Employer and Employee at G.M.C. than any place I have worked."

FAIR TREATMENT 3

Direct mention of fair or understanding treatment. This is often tied in with a mention of "management or supervision", in which cases both items should be marked.

Example:

"I have been working for General Motors for the past thirty years, and have received *fair treatment* from the company and management all this time."

PERSONNEL POLICIES COMPANY RULES 4

Here we are concerned with broad statements concerning any personnel policies or company rules mentioned *as such*. A discussion of fair disciplinary procedures would also come under this category.

Examples:

"I have experienced a release from one plant in this community and acceptance for immediate employment in another General Motors plant in this same community with due consideration to my past experience and length of service. This experience has proven it's own advan-

tages and has also demonstrated to me the uniform application of *company policies* in these plants and has substantiated all the above statements."

"I have noticed many things which has come to make me like my job better than I have ever had, *such as the rules which the company have and strickley enforce* for the benefit and protection of all workers concern."

SUPERVISION (boss, foreman)

5

This category applies to "immediate superiors" such as "boss", "foreman", "supervision" and similar terms. The distinction between *Supervision* mentions and *Management* mentions should be rather carefully drawn.

Examples:

"Experience has thus definitely proven to me *that the most capable supervision is employed* and has provided more personal satisfaction in full knowledge of my duties."

"*Supervision* is not a "Simon Legree" nor restrictive in policy, but *cooperative, helpful and friendly* when problems arise."

"*They let you know when they are satisfied* with the work you are doing."

PERSONNEL DEPARTMENT, INDUCTION METHODS 6

Specific mentions of "Personnel Department", "Personnel Staff", or any use of the formal term "Personnel" fall into this category, as well as mentions of "induction methods", reception at the time they applied for a job, orientation practice, and other functions obviously performed by the Personnel Departments.

Example:

"It was at this time that it was proved to me that the old 'Big Corporations are Cold' attitude was all wrong. For on my first visit back to the plant, the *head of our personnel department made a special night appointment with me* and after a brief interview, welcomed me back as a G.M. student."

TEAMWORK, COOPERATION

Item	Column
7	

In most cases, the term "teamwork" or "cooperation" among fellow workers will be used as such. Comments in this category might be "Our Department is one big happy family", "my fellow workers are always willing to offer a helping hand", or comments on the "team spirit" or the feeling of "working together".

Example:

"We are a team, my fellow-workers and I, who enjoy working together with teamwork for mutual benefits derived from doing a good job with the best possible efficiency."

ASSOCIATES, PERSONAL (ON-THE-JOB)

8

This is a "catch-all" category, to include general mentions of "pleasant associates", "good fellow workers", "lots of fun with fellow workers", etc. By implication, some writers will discuss social contacts with fellow workers away from the plant.

Examples:

"Fast friendships have developed from the enjoyable daily contacts with many."

"I like the people I work with, they are all sociable and very nice."

PRIDE IN

GENERAL PRIDE IN THE COMPANY

1

8

Statements indicating that the employe is proud of G.M., feels he is a "part of the company", is "proud to work for the company", or shows identification with the company in some other way. A possessive use such as "my company" or "our company" should be construed as showing personal pride in the company.

Examples:

"In short, General Motors is just a fine place to work, and I am proud to be part of such a Corporation."

"Its nice being one of General Motors Family."

PRODUCT

Item
2
Column

Discussions indicating that the employe derives satisfaction from knowing that GM produces good products and that they can stand up under the test of use—a feeling of pride because they hear others praise GM products. Statements as to the beauty and appearance of GM products when he sees them on the street or in show rooms.

Example:

“And then there is always that *sense of pride within me as I, by chance, see a new silver-side Greyhound bus cruising along our highways.*”

BUILDING A GOOD PRODUCT

3

This item is restricted to *definite statements* that the writer is “proud to do good work” or “always tries to do the best possible work” in order to help produce a good product.

Examples:

“Each day as I wire the bodies coming down the line I *try to do as good a job as possible so that GM cars will be of the finest quality.*”

“I take pride in doing good work because I want the Frigidaire I work on to be the best refrigerator in American Kitchens.”

IMPORTANT JOB

4

This item applies to statements of how important the person's job is to the *whole organizaion* or in *producing a good product*. A comment that his job makes the individual feel “important” or that his job gives him prestige in his group or community would be checked here also. Mention of the *responsibility* of the job is often made to show its importance. Service jobs, such as maintenance, may be discussed, relating the importance of a clean work place to better satisfied workers or the indirect relation of the janitor to ultimate production.

Examples:

“Whenever anyone asked me what I did before going into the army, it sure made me feel good when I told

Item Column

them about my job because I felt *my job was just as important as anyone elses job.*"

"I like my job because I think it holds great *responsibilities*".

YEARS OF SERVICE

5

Any reference to lengthy service implying pride in the number of years with the company or offering length of service as evidence that he likes his job. Comments about his being an old timer or a member of the "Old Timers" Club would be counted here.

Example:

"My twenty-two years of continued service with Cadillac Motor can speak for itself why I like my job."

Caution: Mere mention of years with GM does not imply "pride in years of service" and should *not* be counted in this category.

"In the 3 years I've been employed at GMC, it is the best job I've ever had."

STABILITY OF COMPANY

6

Most references under this heading will be made on the basis of size of GM. Such comments as "you can cash a GM check anywhere", "everyone knows GM will be in business for a long time", "GM is all over the country and everyone knows about them" . . . are all statements suggesting stability, as well as the use of words such as "vast", "large", "big", etc. These comments are often related to statements about security.

Examples:

"I like to think I work for a big strong corporation which can and will withstand the fluctuations in production or produces as well as any other for the security of my job, my home and my family."

"I feel proud to have their (GM) solid prestige behind me and their vast opportunities ahead."

COMMUNITY RELATIONS

<i>Item</i>	<i>Column</i>
7	

Specific mentions where the division or corporation has contributed to something for the over-all good of the community—such as charities—perhaps a mention of assistance given in planning a recreation center for youth, or the fact that some equipment was given to one of the local schools, or that executives of the company do their community duties, mention of other direct civic responsibilities as met either by executives, divisions or the corporation. *Also include here* any mentions of the community being proud of the company.

Example:

“An active interest in local civic improvement activities by the Divisions made for a more pleasant environment for employes and their families.”

AMERICA

8

This item will be concerned primarily with mentions which relate GM, the Division, or products to the *over-all good* of the U.S. Mentions of GM's contribution to the war effort or to the national welfare are coded here.

Examples:

“I am proud of my job and thereby proud of General Motors and its job in American Business and Economics.”

“I like it because some one in GM was doing a good shipping job to us when I was in the U. S. Army in the C.B.I. theatre of war.”

NUMBER OF GM MENTIONS

All	9
-----	---

This column is to be used for a tally of the number of times mentions were made of “GM”, “General Motors”, or “the Corporation”. In no case should more than *eight mentions* be counted. If there were 14 mentions of “GM” in the entry, you will still mark position “8” in column “9”. Include all adjectives using “GM” or “the Corporation” such as “GM products”.

Caution: Do not count here mentions of Divisions whose names start with “GM” such as “GM Truck & Coach”,

Item Column

"GMAC", "GM Central Office", "GM Institute", "GM Overseas", etc. (When in doubt, refer to list of Divisions on page 32).

NON-DISCRIMINATION REGARDING—

GENERAL

1 10

Statements about the general lack of discrimination in G.M.—*not mentioning a specific kind*. In this case the writer might point out that there was "no discrimination of any kind in his plant". This item will *not* be used if any of the subsequent categories are used. Special attention should be paid to the possibility of confusing this item with the more general category "fair treatment" (7-3). When in doubt, consult your supervisor.

RACE, NATIONALITY

2

This would refer in most entries to mentions of feelings toward "negroes", "niggers", etc. Probably few entries will reflect feelings toward other "races", such as Orientals. Specific mentions concerning American Indians should be included here. Since there are some mentions about nationality groups, mentions on this subject should be coded here—"Poles", "Hunkies", etc.

RELIGION OR CREED

3

In this case, items on "Jews", "Catholics", etc. will be scored. Caution should be exercised to refer all mention of "Jews" as such to the *Religion* code, as it does not properly come under the *Racial* code.

SEX

4

Statements that women are "treated like equals" or that the women can obtain work as easily as men, etc.

AGE

5

Mentions of the entrant's age and expressions of his gratitude because he is not discriminated against because of it. This same item may also include statements that indicate the young fellow is not discriminated against.

	Item	Column
PHYSICAL HANDICAP	6	
Opportunity to work in spite of physical handicap. Instances where management was careful to consider the physical limitations of the worker in placement on the job.		
UNION	7	
Mentions that the management has never discriminated against a man because of his union interests or affiliations. Restrict this item to feelings with respect to discrimination and make the more detailed breakdown on <i>Union mentions</i> in columns 17-4 through 17-8.		
VETERANS	8	
Instances of exceptional handling or treatment of veterans and consideration of their problems. All positive mentions of company reactions to veterans can properly come here. These comments will often be coupled with mention of "fair treatment" and should be scored under 7-3 as well. <i>Note:</i> This item should include all references to veterans. It is <i>not</i> limited to Non-discriminations.		
INCOME		
WAGES AND SALARY AS SUCH	1	11
Mentions of "good pay", "good wages", "adequate income". Any comparison of wages or pay with other companies. Mention of raises or increases in rate. Discussion of particular kinds of pay method—such as incentive, hourly rate, piece work. This item will include all mentions of pay methods when <i>only</i> the money factor is discussed. <i>Examples:</i> "I must say <i>I like the amount of money my job pays.</i> " "What I like most about my job is the <i>quick raise in salary</i> . In only about 2 more weeks I will be making top wages."		
BENEFITS DERIVED FROM WAGES AND SALARY	2	
Mentions of adequate income to provide the things the employe wants and needs. "Money provides luxuries such		

Item Column

as a car of my own", "have bought a home and have money in the bank as a result of my pay", "have been able to get married and raise seven children and educate them." These all go beyond a mere mention of wages and discuss the things that wages enable the employee to obtain.

SECURITY

3

Comments relating a feeling of security to the fact that they work for G.M. "I can always count on that check when I need it." Any mention of the term "security" will be indicated by this item. This is often tied in with "stability of the company".

Example:

"The life insurance policy partly paid for by the company gives me a feeling of *security*."

FREE ENTERPRISE

4

Specific mention of "free enterprise" to be counted. The idea of what is wanted here could be expressed in a number of ways, such as any reference to "the American way of life", "the good old American system", "competitive system", "American standard of living", etc.

Examples:

"I like my job because it helps my family live the *American way of life*."

"I like my job because I work under a system of free labor where freedom of the individual and the dignity of man creates an incentive where-by the worker can be the master of his own destiny instead a chattel of the State."

"In ending this brief message, I'll add I'm proud to be an Employee of a Corporation which as part of an American way of living out produced and out fought the rest of the world."

PERSONAL HISTORY

5

Brief or detailed life history or personal history on the job.

Example:

"Seventeen years ago during the early part of the depression, I was given the opportunity of working for G.M. My early assignments carried me through the various phases of warehousing beginning with lumber hauling, then unto the packing lines, stock picking, checking, ordering and shipping departments. After approximately 3 years in the various departments, I was put in charge of the Box Department and after 6 continuous warehouse work I was transferred into the office on a salaried job which I still hold."

SUCCESS THEME

6

These stories will tell how the writer started with little or nothing and now has made economic and social gains. The progress may have been made on the job or in personal life. The theme will generally be one of "rags-to-riches".

Examples:

"I came over to this country and found myself with 10 cents in my pocket. I got a job with GM and now have a home, a car, \$15,000 in the bank, and have raised and educated nine children."

"I started as a sweeper and have worked my way up to a fine salaried job."

STEADY WORK

7

Mentions of the regularity or continuity of work from year to year. Mentions of work during the depression years. Most of these mentions will specifically use the term "steady work", or "steady income".

Example:

"Anyone that works for GMC Truck & Coach Division can depend on *working steady*, because if they do not work no one will."

SUGGESTION PLAN

8

Mostly will be referred to as "the suggestion plan" but may be indirectly "a chance to make suggestions that improve the job" or a similar reference.

Item Column

Example:

"The Suggestion Plan—Brings closer cooperation between the company and employee—saves time, money and life during war and peace."

JOB BENEFITS**INSURANCE PLANS**

1 12

This item will refer to plans mentioned only as "good insurance", "insurance plans", "life insurance plans".

HOSPITALIZATION PLANS

2

Only those insurance plans that specifically mention or imply a "hospitalization" or "surgical benefit" privilege. In a few instances the reference might be—"the company made available a means whereby a sickness in my family was taken care of and I didn't have to worry about a lot of hospital or doctor bills". Here the word "insurance" is not mentioned, but it can be inferred.

SAVINGS PLAN

3

Mentions of "War bond deductions", "savings bond deductions", "savings plan", or "opportunity to save by deductions from pay" will be counted here.

PENSION PLANS

4

This item may be stated simply as "pension plans". Also to be included—"F.O.A.B.", "O.A.B.", "Social Security", "old-age retirement plan", "Federal retirement plan".

PAID HOLIDAYS

5

Any mention of "paid holidays" or "holidays with pay". (G.M. employees get 6 paid holidays a year.)

VACATION WITH PAY

6

Any mention of "paid vacation" or "vacation with pay".

SENIORITY

7

Mentions will usually be simply "seniority". May be—"seniority panel", "seniority system". Seniority must be mentioned, to avoid confusion with "security" or "stability".

	Item	Column
LEAVES OF ABSENCE	8	
These will refer to either "a leave of absence for sickness" or a "leave of absence for personal reasons". Personal reasons may be due to family difficulties, private business, private pleasure, etc.		
WORKING CONDITIONS		
JOB DESCRIPTION	1	13
A description of the kind of work done by the writer and the <i>processes involved</i> which goes <i>beyond</i> a mention of job title.		
SUITABLE PLACEMENT	2	
Comments on the suitability of placement of the writer; a mention that after trying several jobs, "finally found the right one". "This is just the right job for me", "I could never find another job that fits me like this one", etc.		
<i>Example:</i> "If they are not satisfied with your work it is because you are not fitted for the job and they replace you, and <i>give you a job that is more suitable for you.</i> "		
ATTITUDE TOWARD WORK	3	
"I've never had a job as easy as this one—no work at all." "The thing I like about this job is the change of pace, you are always doing something different." "I've never had a job that was as interesting and kept me going all of the time." Mentions for this item will include statements as to whether the work is <i>easy, interesting, stimulating, repetitive</i> , or has <i>variety</i> .		
<i>Examples:</i> "I like my job because the <i>work is not hard.</i> " "I also like the <i>variety</i> of my job. I get to handle almost every part at Delco Radio."		
WORKING HOURS	4	
With few exceptions, this item will be stated as "hours of work good" or "good working hours". Some may point out		

advantages of working hours on odd shifts—"I'm a student at Michigan State and I wouldn't have been able to stay in school unless I would work a split shift like they have here at Olds."

REST PERIODS

5

Mentions will be rather specific—"rest periods", "time to rest up a little bit", "relief periods".

TRAINING, EDUCATION, EXPERIENCE

6

Opportunities for training and learning on-the-job. . . . "I've really learned a lot since I came to work for GM, things I never dreamed of before." Mentions of courses offered by General Motors Institute (G.M.I.). Mentions of value of experience gained in GM. Opportunities to attend community sponsored or company sponsored training programs in local schools and universities.

OPPORTUNITY FOR ADVANCEMENT

7

Any indication that there is an equal opportunity for all to get better jobs. "I like this place because there's a good chance for the young fellow to get ahead." "Opportunities for promotion give everyone an equal chance." "If you work hard you can get ahead around here." Mention of previous promotions would not always be counted here.

COMPARISON WITH OTHER JOBS

8

"This job is better than any other job I ever had." Any effort to compare the present job with ones previously held—in either a GM plant, or elsewhere.

WORKING CONDITIONS

TOOLS, EQUIPMENT AND METHODS

1

14

Any discussion of the mechanical aspects or methods used on the job. "They have only the best machinery for us to work on", "we have modern, up-to-date tools and machinery", "if any new gadgets are available, they'll be on our machines." Mentions of "better methods" or "special studies are made to improve our jobs".

	<i>Item</i>	<i>Column</i>
MODERN PLANT OR OFFICE	2	
Statements will usually refer to "modern" or "up-to-date" plant or office facilities.		
AIR CONDITIONING AND/OR TEMPERATURE REGULATION	3	
Statements referring to comfortable working circumstances. May specifically comment on "air conditioning" or "temperature regulation". "This is a comfortable place to work . . . it's never too draughty or too hot." "Even though heat treat is in the next Department, they've fixed it so we don't notice it so much." "Good ventilation."		
LIGHTING	4	
"The job is well lit." Reference usually will be to "lighting", but might refer to "illumination", etc.		
CLEANLINESS	5	
References will usually be "a clean place to work" or "one thing I like about my job is the way they keep it clean". Comments can be either about the <i>job being clean</i> or about <i>general factory conditions</i> . Check this item as well as 14-6 or 14-7 when "clean locker rooms" or "clean wash rooms" are mentioned.		
LOCKER ROOMS; SHOWER FACILITIES	6	
Plants having these facilities usually characterize them as such, so mentions will be to "locker rooms" or "place to take a shower".		
WASH ROOMS	7	
May be "wash rooms", "facilities to wash up", a "place to wash", or "clean toilets".		
COMPARISON WITH OTHER COMPANIES	8	
Any comparison with companies other than the one where the entrant is now working. "This is better than 'X' plant, or any other plant that I've worked at." "This company has better working hours and is more modern than any I've worked in." "This is the cleanest plant I've ever worked in, and I've been in a lot of them." "This plant has better management than other plants I have worked in."		

Item Column

WORKING CONDITIONS

GENERAL, GOOD (SATISFACTORY) WORKING CONDITIONS

1 15

This item to be used *only* under circumstances where the writer says: "The working conditions are good in this plant . . .", but does *not* elaborate further with mention of any *specific factors*.

Examples:

"I like my job because of the good working conditions."

"Good working conditions" (with no elaboration).

CAFETERIA, LUNCH WAGONS

2

Any mention of in-plant feeding facilities such as "snack bar", "Cafeteria", "plant restaurant", "canteen", or "lunch wagons", etc.

SAFETY

3

This may refer to the safety rules, special instructions in safety methods, the provision of special protective devices for either the workers or the machines. Some mentions might be made of "safety inspectors" or "safety checkers" who pay close attention to the workers and prevent accidents or safety violations.

IN-PLANT MEDICAL FACILITIES

4

Mentions of the "hospital" or "first aid". Mentions might be "facilities to take the right kind of care of you when you have an accident or get sick all of a sudden".

PARKING FACILITIES

5

"Adequate facilities to park your car", "don't have to park your car too far away", "closed lots where your car is safe while you work", etc.

PLANT LOCATION AND TRANSPORTATION

6

"Plant is convenient to home", "plant is easy to get to", "bus service good", "plant located just right", etc. Any mention of these two factors may go hand-in-hand.

<i>Item</i>	<i>Column</i>
7	

INFORMATION SERVICES

Reference to a plant newspaper, letters from the local management, reports or pamphlets from GM or the Division, GM Folks Magazine, The Annual Report, bulletin boards, etc. Usually there will be a specific mention of some service that gives information on a given subject.

NEGATIVE MENTIONS

8

Instances where the writer mentions some aspect of his job that he "doesn't like too well" or that is "not too good". This is not restricted to working conditions, but can be an unfavorable mention of *anything* about his job.

Examples:

"I like the work I do and my supervisors, but the *pay could be better.*"

"*The lighting isn't so good* where I work but on the whole the working conditions are better than any place I've ever worked."

RECREATION**GENERAL**

1	16
---	----

To be used when no particular type of recreational program is stated but mention is general—"The company puts on a good recreational program." "Good chances for recreation." "Social activities." Also mentions of the "Old Timers Club" will be counted here.

SPORTS

2

This will refer mostly to athletic sports usually involving team play, such as: baseball,¹ bowling,¹ horse shoes, table tennis, tennis, swimming, football, basketball, badminton, golf, handball, etc. In some cases it may refer to hunting, fishing, etc.

HOBBY CLUBS

3

Interest groups, usually entailing home craftsmanship or work on the activity at home. Such things as: woodcraft, designing models, stamp collecting, bookbinding, leathercraft, coin collecting, photography, etc.

	<i>Item</i>	<i>Column</i>
OPEN HOUSES	4	
Occasions when the local plant facilities are opened up for visits by either the general public, the employees' families, or both.		
CHRISTMAS PARTIES AND OTHERS	5	
Either for the employees alone or for their families. Mentions of departmental or plantwide parties will count here.		
PICNICS	6	
Company-sponsored picnics for employees' families, eats, etc.		
CONTESTS	7	
Mention of "My Job Contest. . .", "Fisher Body Crafts Guild", "Soap Box Derby", "Victory garden contests", etc.		
MISCELLANEOUS		
HAVE RELATIVES IN GM	1	17
Any mention of brothers, sisters, parents, children or other close relatives who are working—or have worked—for General Motors or any of its divisions.		
HOPE THEIR CHILDREN WORK FOR GM	2	
A statement that the employe would like to have his children work in GM at such time as they start to work.		
BACKSIDE	3	
When the entrant has written a suggestion on the back of the entry, it should be counted here, provided it is <i>not</i> a continuation of his letter. Also if the writer should make a <i>definite</i> suggestion in the body of the letter or somewhere on the front of the entry blank, this code should be used <i>AND</i> a notation made on the back of the entry telling where the suggestion can be found.		
UNION MENTION		
FAVORABLE	4	
A positive mention about the union and/or something the union has done to make the job or working conditions better. General statements on the union's contribution to the overall good will also be included.		

NEUTRAL

Item	Column
5	

Any mention of the union without any indication of the entrant's feelings toward the union. This will include such items as "The union has been in the plant for several years. . ."

UNFAVORABLE

6

Mentions that are frankly critical of the union; may indicate such things as "The union is always griping and taking up time on the job."

OPEN SHOP

7

17

Any comments using the term "open shop".

NO STRIKES

8

Any statement pleading for "no strikes", or "fewer strikes". Statements criticizing "strikes" in general would fit this category.

NUMBER OF DIVISION MENTIONS

All

18

This column is to be used for a tally of the number of times mentions were made of a particular division. In no case should more than 8 *mentions* be counted. If there were 14 mentions of names of Divisions in the entry, you will still mark position "8" in column "18". (When in doubt, refer to list of Divisions on page 32.)

LIST OF GENERAL MOTORS' DIVISIONS

AC Spark Plug	Cleveland Diesel Engine
Aeroproducts	Delco Appliance
Allison	Delco Products
Argonaut Realty	Delco Radio
Brown-Lipe-Chapin	Delco Remy
Buick Motor	Detroit Diesel Engine
Buick-Oldsmobile-Pontiac (B-O-P)	Detroit Transmission
Cadillac Motor Car	Diesel Equipment
Central Foundry	Electro Motive (E-M-D)
Chevrolet	Fisher Body or Ternstedt

Frigidaire	Inland Manufacturing
G. M. Acceptance Corp. (GMAC)	McKinnon Industries, Ltd.
G. M. Building Division	Moraine Products
G. M. Central Office	New Departure (N. D.)
G. M. Canada, Ltd.	Oldsmobile
GMC Truck & Coach	Overseas Operations (GM Over-
General Exchange Insurance Corp. (GEIC)	seas)
General Motors Institute (GMI)	Packard Electric
	Pontiac Motor
General Motors Proving Ground	Research Laboratories
Guide Lamp	Rochester Products
Harrison Radiator	Saginaw Steering Gear
Hyatt Bearings	United Motors Service

APPENDIX D

MANAGEMENT AIDS.

This appendix reproduces, verbatim, two of the bulletins which were prepared for the benefit of the Divisions at the time when they were interpreting their bar chart reports. The first bulletin consists of a rather simple explanation of how the Index of Significant Difference, which made possible the bar chart reports, was arrived at. It compares the Index of Significant Difference with other methods which had been used earlier and were discarded because they did not appear to reflect the data in a way that indicated local management's employe relations practices. The second bulletin comprises a set of instructions which accompanied the bar chart reports when they were sent to the Divisions.

Analysis of MJC Entries

EXPLANATION OF FORMULA USED TO CALCULATE "INDICES OF SIGNIFICANT DIFFERENCE"

For those who may be interested, we would like to explain as briefly as possible, the rather simple statistical formula which has been used to determine the Index of Significant Difference for each theme in each Division.

This Index of Significant Difference is simply a measure of the degree to which the employees in any one Division mentioned a theme, more or less, than it was mentioned on the average in the entries from the Total Corporation.



In detail, this is how the formula was used:



First: The 58 subjects which were mentioned in more than 1% of the entries or were of special interest, were tabulated. Separate tabulations were made for each Plant and Division and combined for a Corporation Total or "Average". (The following illustrations will use only 5 subjects to represent the 58 in order to simplify the explanation.)

For Example:

Corporation Total		"X" Division	
Theme	Number of Mentions	Theme	Number of Mentions
Supervision	82,861	Supervision	2,804
Wages	70,702	Wages	2,671
Safety	38,887	Safety	1,600
Suggestion Plan	17,849	Suggestion Plan	944
Seniority	3,967	Seniority	170
53 other Themes	{	53 other Themes	{
Total Mentions	1,295,320	Total Mentions	49,786
Total Entries	173,044	Total Entries	5,613
or $\frac{\text{Mentions}}{\text{Entries}} = 7.49$	themes per entry	or $\frac{\text{Mentions}}{\text{Entries}} = 8.87$	themes per entry



Second: A percentage distribution was made of the mentions for the Corporation Total—

<i>Theme</i>	<i>Corporation Total</i>	
	<i>Number of Mentions</i>	<i>% of Total Mentions</i>
Supervision	82,861	6.4%
Wages	70,702	5.5
Safety	38,887	3.0
Suggestion Plan	17,849	1.4
Seniority	3,967	0.3
53 other Themes	{	{
	1,295,320	100.0%



Third: The above percentages were applied to each Division's "total mentions" to obtain an "expected mention" figure for each theme for that Division—

<i>Theme</i>	<i>% of Mentions in Corp. Total</i>		<i>"X" Div. Total Mentions</i>		<i>"X" Div. Expected Mentions</i>
Supervision	6.4%	×	49,786	=	3,186
Wages	5.5	×	49,786	=	2,739
Safety	3.0	×	49,786	=	1,495
Suggestion Plan	1.4	×	49,786	=	686
Seniority	0.3	×	49,786	=	150
53 other Themes	{		×	49,786	=
			×	49,786	=
			×	49,786	=
Totals	100.0%				49,786



Fourth: The "expected mentions" were compared with the *actual* mentions in "X" Division and differences studied—

<i>Theme</i>	<i>"X" Div. Expected Mentions</i>	<i>"X" Div. Actual Mentions</i>	<i>Difference</i>
Supervision	3,186	2,804	-382
Wages	2,739	2,671	-68
Safety	1,495	1,600	+105
Suggestion Plan	686	944	+258
Seniority, etc.	150	170	+20



Fifth: Since the numerical difference varies greatly by themes and particularly by Divisions (Division total mentions ranged from a low of 273 to a high of 221,224) and was, therefore, useless in the raw figures, the % Difference was calculated.

<i>Theme</i>	<i>GM Total % of Entrants Mentioning</i>	<i>"X" Div. % of Entrants Mentioning</i>	<i>% Difference</i>
Supervision	47.9%	49.9%	+2.0
Wages	40.7	47.6	+6.9
Safety	22.5	28.5	+6.0
Suggestion Plan	10.0	16.8	+6.8
Seniority	2.3	3.0	+0.7



Sixth: By inspection, the difference in % also will be seen to be unsatisfactory. Since the main objective here is to study the difference existing between an "expected" figure and an "actual" one, the law of probabilities applies. In other words, it is necessary to determine what are the odds that the difference could be due to pure chance and what are the odds that it is really significant (*not* due to pure chance).

A simple illustration of the factors involved is the probability in coin tossing. If a coin is tossed 10 times and results in 7 heads and 3 tails, the difference from the expected 5 heads and 5 tails is not significant—it could be due to pure chance. But if the coin is tossed 100 times and gives 70 heads, obviously that difference from the expected 50 heads is significantly large enough to raise a question whether chance alone is responsible.

A statistical method of properly weighting the numerical difference in order to take into account the law of probabilities is simply to multiply the *Difference* by a factor which relates the *Difference* to its base or, in this case, "expected mentions"—

$$\frac{\text{Difference}}{\text{Expected Mentions}}$$

$$\times \text{Difference} = \text{Index of Significant Difference}$$



Seventh: By applying this formula to the quantities in step # 4, the following results are obtained:

$$\text{Supervision: } \frac{\text{Difference}}{\text{Expected Mentions}} = \frac{382}{3,186} \times \text{Diff. } 382 = 45.8$$

$$\text{Wages: } \frac{68}{2,739} \times 68 = 1.7$$

Safety:	$\frac{105}{1,495} \times 105 = 7.4$
Suggestion Plan:	$\frac{258}{686} \times 258 = 97.0$
Seniority:	$\frac{20}{150} \times 20 = 2.7$



Eighth: A comparison of the resulting Indices of Significant Differences with the Numerical and Percent differences illustrates the improvement resulting from the formula.

<i>Numerical Difference</i>		<i>Percent Difference</i>		<i>Index of Significant Difference</i>
Sugg. Plan	+258	Wages	+6.9%	Sugg. Plan +97.0
Safety	+105	Sugg. Plan	+6.8	Safety +7.4
Seniority	+20	Safety	+6.0	Seniority +2.7
Wages	-68	Supervision	+2.0	Wages -1.7
Supervision	-386	Seniority	+0.7	Supervision -45.8

VALIDATION

The important thing about any such procedure is the validity of the results. We have checked validity against known facts in two ways:

1. We have taken a theme, such as "Cafeteria", and listed the Divisions in descending order of their Index of Significant Difference, beginning with the greatest index of mention above Corporation average and proceeding to the greatest difference of mention below Corporation average. By observing such a listing and comparing it with the facts which are known about the general quality and type of Cafeteria in each of our Divisions, we find a very high degree of agreement between the two. Tests were made of several other themes, including Safety and Medical Facilities, with similar results.
2. We have listed all the themes in descending order of Index for each of several Divisions and have discussed them with the Personnel people of those Divisions. In each case we have found that the extreme differences above and below Corporation mention are on subjects wherein the Division has done an outstanding job, or had some important problems.

Other tests of validity are being worked upon. As far as they have progressed, we are continuing to get evidence that this simple weighting formula points out important differences. The resulting Indices are presumed to be due to *some* reason existant within the Division.

First Report on the

Analysis of MJC Entries According to Themes

"If we can all see and appreciate the good things about our jobs, it stands to reason that we will be a happier and more efficient team. That is the underlying reason for the "My Job, and Why I Like It" contest."

This paragraph, quoted from one of the early MJC announcements, summarizes the main objective of the Contest. A real challenge was offered to our men and women and they accepted it—approximately 175,000 of them—to an extent that surpassed all expectations.

Now, the challenge is ours. Potentially, here is a tremendous wealth of information about employee ambitions, values, backgrounds and achievements. It is squarely up to the management of each Division whether this information is to be used to reinforce and advance good employee-employer relations or whether it is to be disregarded.

WHAT THIS IS NOT

At the outset, it should be emphasized that this is *not* a rating device to evaluate the success or failure of a given Division in any particular respect. The fact that a Division shows plus or minus on certain themes does not necessarily mean that it is doing a good or bad job; *all that is indicated is that there were relatively more or fewer mentions of this theme in relation to the Corporation average.*

WHAT THIS IS

The attached report¹ represents an effort to give you in concise, usable form a summary of the responses of the men and women of your Division, in terms of certain themes common to a large number of all entries. The Corporation average is used as a basis for comparison, and the extent to which your Division's figure for each theme shows to the right or left on your chart is the index of your *deviation* from the Corporation average.

Deviations from the Corporation average—greater or less—suggest that there must be some underlying reason. In some instances, the reason will be immediately apparent; in others, it may be quite difficult to trace.

It may be that the reason why a Division has fewer or more mentions than the Corporation average is inherent in the situation, and there is

¹ See Fig. 20, opp. page 55.

little that can be done about it. For example, employees in a non-manufacturing Division could hardly be expected to mention "safety" as often as those in a manufacturing Division.

Another possible explanation is that while a Division may have done an exceptionally good job in certain phases of employee relations, such as the provision of up-to-date medical facilities, they may have failed to call these facilities adequately to the attention of the employees.

Finally, a Division may have one or more weak spots toward which this analysis should prove helpful in directing attention.

HOW THE MATERIAL HAS BEEN ORGANIZED

In the thousands of letters submitted, certain subjects or themes appeared quite regularly and frequently. As a basis for this report, it was decided to select 58 themes which were most frequently referred to by employees and which, as well, carried with them implications for possible further improvement of employee programs throughout the Corporation. The result is the 58 themes shown on the accompanying analysis sheet for your Division.

IMPORTANT: For space reasons, a brief label is used for the theme in each category. Fuller descriptions of what is included within each theme mention is contained in this report.² A thorough familiarity with these descriptions is necessary for a full appreciation of the results of this report.

SUGGESTIONS FOR FOLLOW THRU

You will note that on the analysis sheets there are columns headed, "Attributable to" and "action taken or contemplated". As you study your chart, certain reasons probably will occur almost immediately for your Division's location relative to the Corporation average. In other instances, however, the explanation may not be so apparent and you may find it helpful to do considerable checking.

In any event, when you have completed your study and investigation of these figures, it is suggested that you fill in the blank columns wherever explanation seems necessary.

Presumably, you will want to record interpretive comments and any contemplated action alongside themes in which your Division had an index indicating appreciably less mention than the Corporation average. In addition, we would appreciate it if you would give us the benefit of your interpretation of the high index items in your Division. Methods that you have found successful will undoubtedly be of interest to other Divisions.

² A complete description of the themes appears in Appendix C. The Coding Manual.

An index figure of 5 or less may, in most cases, be regarded as too small to be significant. However, this does not mean that you may not want to comment on some themes in which your index figure is small, if the results are not in line with what you feel they should be.

A supply of analysis sheets has been provided so that you may prepare them in duplicate. Please send one copy to the Employee Relations Staff, 15-167 General Motors Building, Detroit 2, Michigan. If you need additional forms, we will be glad to send you more or you can make up your own forms on plain paper.

ILLUSTRATION

To show how the analysis sheet may be used, a few comments have been inserted on the sample forms which follow.³ Actual comments will vary with each Division, and you will also probably want to supply information on more themes than have been used in this illustration.

FURTHER STUDY

The analysis work which has produced the results shown in this report, while very extensive, is of a quantitative nature only. The very nature of the entries themselves indicates that additional information regarding any subject in any Division could be obtained by a qualitative study of the entries which discuss that subject.

Such study could be best carried on by the particular Division. We are prepared to furnish any material necessary for further work and will be glad to cooperate to the extent of our available time.

Employee Research Section

³ See Fig. 21, Opp. page 55.

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